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The Outlook

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Vol. 124 February 25, 1920 No. 8

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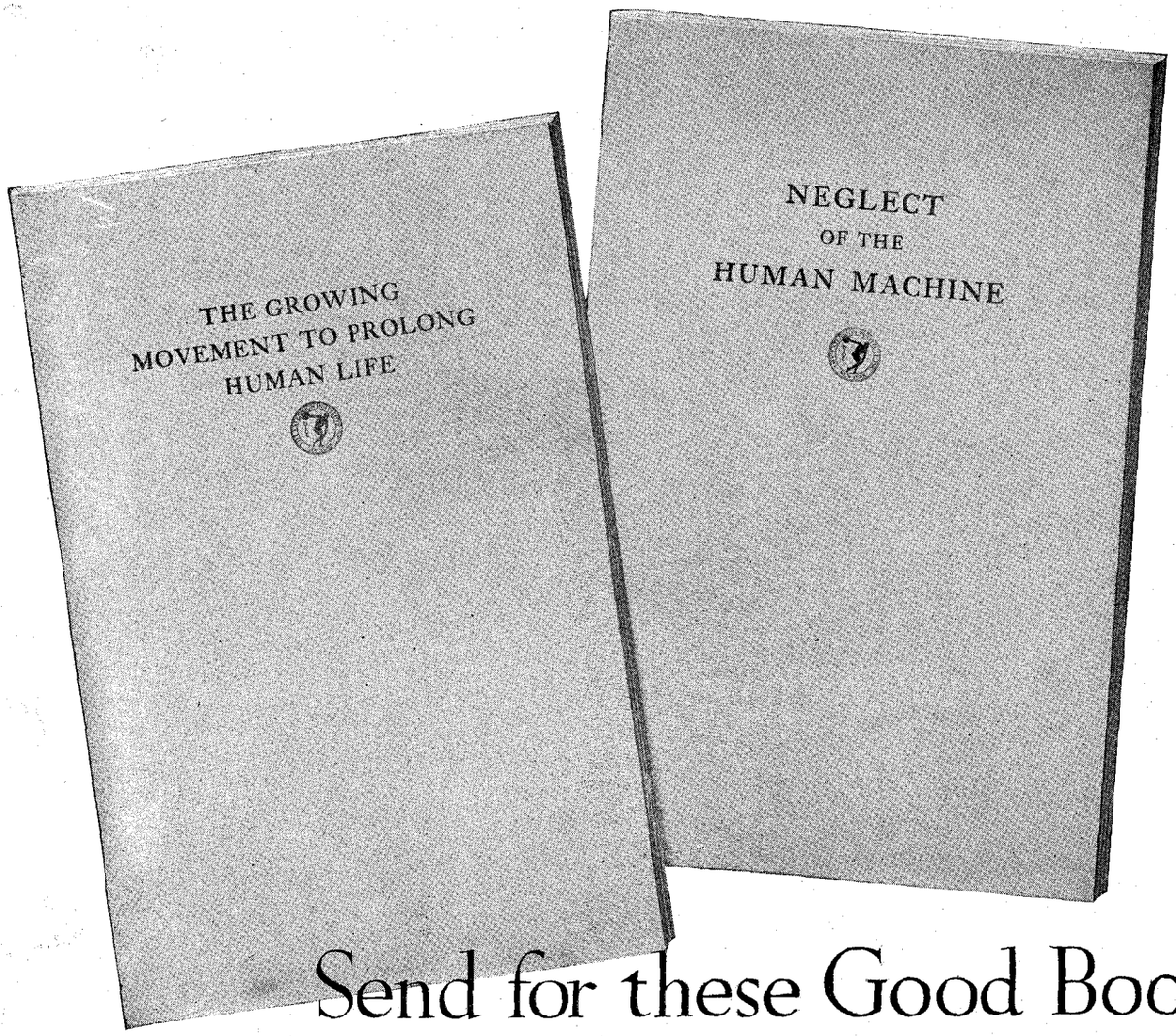

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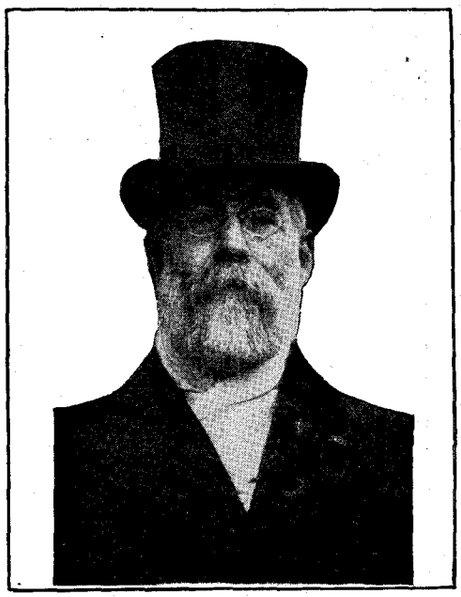
The Outlook

FEBRUARY 25, 1920

THREE FEDERAL APPOINTMENTS

It is a pleasure to turn from the disquieting impressions of the dismissal of Secretary Lansing, commented upon elsewhere in this issue, to cheerful contemplation of three recent important official appointments made by President Wilson. Judge John Barton Payne, a native of Virginia, but now a citizen of Chicago, has been chosen by the President as Secretary of the Interior to fill the position left vacant by the resignation of Secretary Lane. The new Secretary is at present Chairman of the United States Shipping Board and has been chief counsel of the United States Railway Administration. He is a lawyer of high standing, is familiar with the genius and spirit of the great West, is of judicial temperament, and has had important political administrative responsibility in Washington during the war. All these traits will contribute vitally to the successful conduct of an office which has now become one of the most important in the Government of the United States. Judge Payne is a gentleman of cultivation, and is, to use Dr. Johnson's admirable definition, thoroughly clubable, which means that he can work in harmony and understanding not only with his associates in the Executive Department but with Congress.

Robert Underwood Johnson, a poet and well-known litterateur of New York, formerly editor of the "Century Magazine," and a member and officer of the American Academy of Arts and Letters, is to succeed another distinguished literary man, Thomas Nelson Page, as American Ambassador to Italy. Mr. Johnson has been for many years closely allied with various movements for promoting an appreciation of Italian art and literature, and on this ground alone, if for no other reason, he will undoubtedly prove himself acceptable both to the Italian Government and to the Italian people. We do not envy him his appointment, for at the present moment the difficulties between Italy and Jugoslavia over the Adriatic question have been so intensified by President Wilson that any Ambassador from the United States would have to use the utmost diplomatic tact and experience to make his position at all comfortable. We sincerely trust that Mr. Johnson's well-known and admirable sympathy for Italy will go far to make up in this crisis for his lack of previous diplomatic experience.



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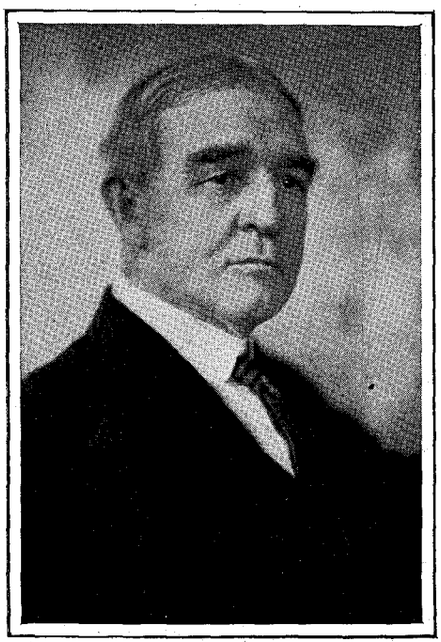

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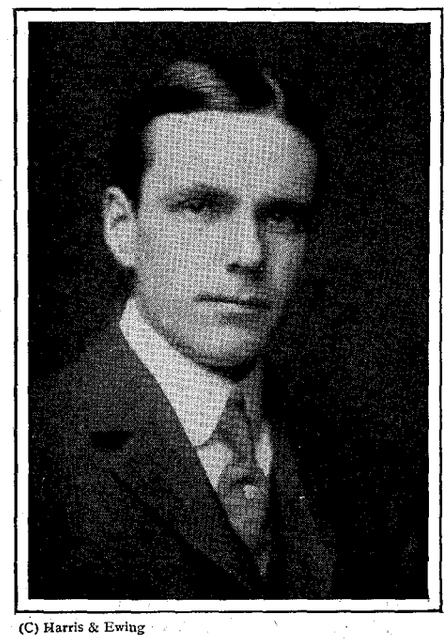
JOHN BARTON PAYNE

Of the three appointments which we have mentioned, perhaps the most encouraging and commendable is the promotion of Mr. William Phillips, now Assistant Secretary of State, to the post of American Minister to the Dutch Government—admirable and commendable because it is a recognition of achievement and merit in the diplomatic service. It is true that the appointment is not yet officially verified, but the announcement by the press seems to be based on reliable information. Mr. Phillips is a native of Massachusetts and a Republican by ancestry if not by predilection, a graduate of Harvard in the Class of 1900. He began his diplomatic career as private secretary to Ambassador Choate in England, then became a secretary of the American Legation at Peking, then Chief of the Division of Far Eastern Affairs in the State Department, Third Assistant Secretary of State; he returned to the American Embassy at London as First Secretary, and was finally appointed an Assistant Secretary of State in 1914. If there is any department of our Government in which the merit system should especially apply, it is in the diplomatic service. Mr. Phillips's career is a good example of how our consular and ambassadorial relations may be maintained with credit to the country and without any taint of political partisanship.

LLOYD GEORGE ON RUSSIA AND NATIONALIZATION

The Prime Minister's address before the House of Commons at its opening session, in which Mr. Lloyd George talked freely on current matters, has excited comment and, in some points, dissent throughout England. As to Russia, the Prime Minister was optimistic as regards the new plan of opening trade with Russia through the vast Russian co-operative societies. "Commerce has a sobering influence," he said. To be sure, Lenine



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WILLIAM PHILLIPS

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and Trotsky have put a commissary in the great Narodny Bank, through which the co-operative societies trade and are financed. But there may be something in the view that the Soviet Government is so anxious to trade that it will not divert imports into military channels. Whether it has goods to offer to export that Russia can spare is another question; the need of wheat and other staples in Russia is a serious factor. Lloyd George's position is, on the one hand, that prosperity cannot come to Europe until "Russia's resources are put into circulation;" on the other hand, that England must not recognize the Soviet Government "until assured that the Bolsheviki have dropped the methods of barbarism in favor of civilized government."

Just how the world can without danger leave the Bolshevist leaders in power, look on with equanimity while Bolshevist armies destroy all anti-Bolshevist opposition, and hope that the stronger these class despots grow, the weaker of purpose and less insistent on power they will become, is certainly a puzzle not easily solved.

Lloyd George's second large utterance was a straight-out rejection of the labor proposal to nationalize the coal mines, with the latent threat of nationalizing British industry at large. Rightly he declared with burning words that any attempt by violence to nationalize the coal mines would be a challenge to free government, and that the English people, "who have ever fought for liberty and will fight for it again," would war to the death on such an issue. Incidentally, he asserted that in Russia Trotsky had admitted that the plan of nationalizing labor had failed.

THE ALLIES YIELD

Both in regard to the Allies' demand upon Holland to surrender the Kaiser and the demand upon Germany to carry out her treaty agreement to surrender war criminals the Allies have yielded lamentably and weakly in the notes published in London on February 16. Only a few days before, the influential Paris "Temps" declared: "If the Germans believe that they have only to resist to cause discord among the Allies, they will keep on resisting. The peace will be only a succession of crises. That will not help anybody, not even Germany." Yet in the same article the "Temps" strongly intimates that the best course would be that discussed a few weeks ago in The Outlook, namely, as this French newspaper puts it, that "the guilty be judged even if in contumacy," that the Allies produce the proofs, present the case against the accused, declare the guilt of the criminals if established, as it certainly would be, and lay the result before the world.

The note of the Supreme Council to Germany seems to approve the German proposal that some of the alleged criminals should be tried before a German court at Leipsic, but reserves to the Allies the right to judge as to Germany's good faith and as to whether she recognizes the crimes she has committed and sincerely associates herself with their punishment. The Allies intimate that if the German trial is a farce or puts exoneration before justice they retain the power to submit the cases to their own tribunal. The Allies, the Supreme Council announced also, will in any case "intrust to a mixed interallied commission the task of collecting, publishing, and communicating to Germany details of the charges brought against each of those whose guilt shall have been established by their investigations."

International

GENERAL HALLER

The note to Holland suggests that the Kaiser be interned (that is, apparently, be strictly guarded and be prevented from returning to Germany) somewhere on Dutch soil, or, as the note puts it, "by holding the ex-Emperor at a distance from the scene of his crime, making it impossible for him to exert his disastrous influence in Germany in the future." It is true that this note also expresses surprise at the Dutch refusal to surrender the Kaiser, and still more surprise that the Dutch reply contains "no single word of disapproval of the crimes committed by the Emperor, crimes which outrage the most elementary sentiments of humanity and civilization, and of which in particular so many Dutch nationals themselves have been the innocent victims on the high seas." The note does not abandon the position taken in the Allies' first note to Holland, but it is evident that internment and a secure guard will be accepted for the present at least. Semi-official reports are that the Kaiser will be allowed to reside at the new home he has purchased in Doorn. If this satisfies the Allies, it certainly will satisfy the Kaiser.

POLAND IMITATES VENICE

One of the duties of the Doges of Venice was to celebrate the symbolic marriage of Venice and the sea. The ceremony was established to commemorate the conquest of Dalmatia by Italy in the year 1000. Standing on the state ship, the Doges performed the marriage service by casting a ring into the Adriatic.

This fanciful but impressive ceremony has now been imitated by Poland. Taking his model from the Doges, General Joseph Haller, the most famous officer in the entire Polish army (he commanded the Polish army in France), proceeded to Putzig on the Baltic Sea, with the announced intention of performing a new maritime marriage service. To greet him on such an occasion there was hardly a house in Putzig, we learn, from which the red and white Polish colors were not floating.

But General Haller did better than the Doges at Venice—he rode his horse into the Baltic, saying, "As Venice symbolized its marriage with the Adriatic, so we Poles symbolize our marriage with our dear Baltic Sea." He then threw the traditional golden wedding ring into the Baltic, and the new Polish marine infantry, following him, dipped their colors in the sea.

Thus, after a hundred and twenty-six years of separation, that is to say, since the second partition of Poland, that country is again united with the sea. Such an event is striking both in its sentimental and in its economic significance. The first was noted along the roads leading to Putzig. Garlands were stretched from tree to tree. In the villages the schoolchildren threw flowers under the hoofs of the horses of the approaching squadrons of Polish cavalry. No recent event, we believe, has so signally shown the enthusiasm of a romantic people.

As to the economic side, Poland, once a maritime power of some slight importance, now at least regains her former dignity and hopes for more. She will reap advantage from the ordinary access to the sea provided by the port of Dantsic (see accompanying map). The hope that Polish-controlled steamship lines may be established to go out from Dantsic to Russia, Scandinavia, England, the Mediterranean countries, and the Americas has already been partly realized by the establishment of the New York-Poland Steamship Corporation, with seven steamers; their service has already begun.

And yet the Germans and the Bolshe-

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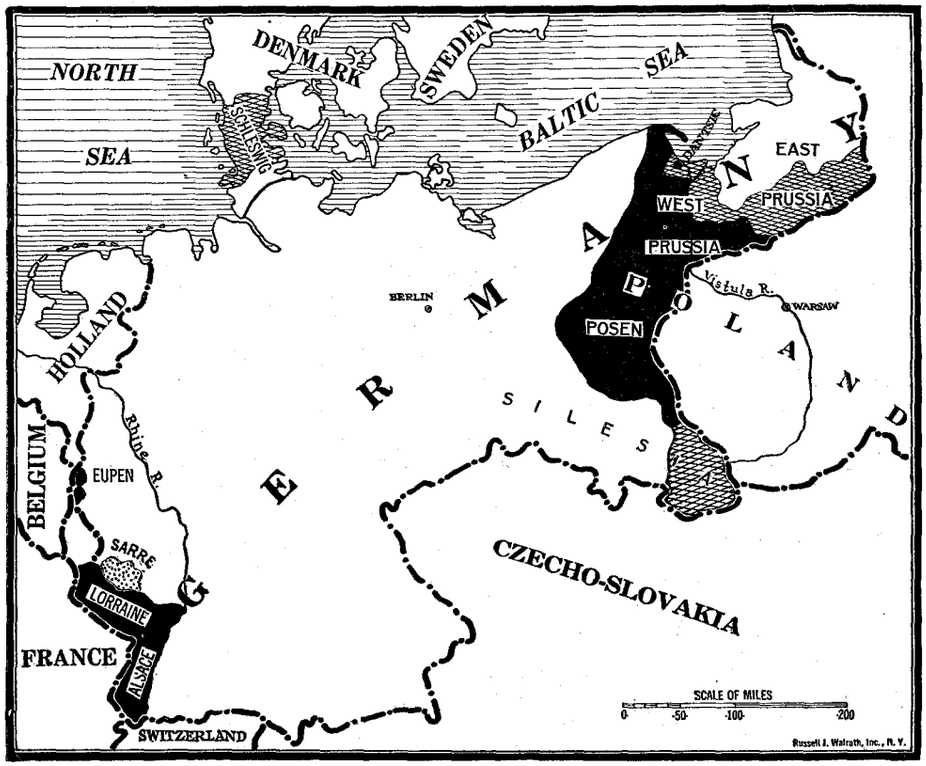

THE LOST PROVINCES OF GERMANY

The solid black sections indicate territory ceded by Germany; the shaded sections, territory whose ownership is to be determined by popular vote

viki are counting on consummating the fourth and final partition of Poland.

How about America and the Allies? Will they stand idly by?

THE GERMAN PLEBISCITES

SINCE the German defeat in the war the German names Strassburg and Saar are now being generally spelled in the French way, Strasbourg and Sarre; and the German name Schleswig is becoming the Danish Slesvig.

This is fitting when we consider the results of the war. Slesvig has within a few days been specially emphasized; for the first of the various plebiscites, or elections, provided for by the Treaty of Versailles to occur in various German borderlands, has been taken. By a three-to-one vote the inhabitants of Slesvig, preponderantly Danish, decided to return to their former allegiance.

In 1864, at the close of the unrighteous war forced on Denmark, a victorious Prussia tore the North Slesvigers from the Danish allegiance. It is true that in the Treaty of Prague the inhabitants of this region were to be given an opportunity to show by their vote whether they were willing to be Prussianized, but the Treaty set no date for the referendum and the promise was never kept.

The southern part of Slesvig more accurately deserves the name Schleswig, for there the population, always more Prussian than in the northern half, is also much more urban, and has had some of the thoroughgoing industrial impetus noted in many other German cities. The plebiscites in this region, therefore, set for March 14, may show a Prussian preponderance.

The accompanying map indicates this northern borderland and also the eastern and western lands along the German frontier, either ceded by Germany to other nations, as in the case of Alsace-Lorraine to France, or regions in which plebiscites will be taken to determine allegiance, as almost immediately in upper Silesia, or later, as in East Prussia (both between Germany and Poland), or, after fifteen years, as in the Sarre Basin (as between Germany and France).

North of the Sarre are the districts of Eupen and Malmédy. Germany has renounced these districts in favor of Belgium, and the Belgian authorities are preparing to open registers so as to give to the inhabitants the opportunity of recording in writing their desire to see any part remain under German sovereignty. The Belgian Government is to communicate this expression of opinion to the League of Nations, and agrees to accept the League's decision.

The plebiscites, which have begun to be taken in certain frontier lands of Germany, will be doubtless among the most interesting events of our time.

FOCH AN ACADEMICIAN

MARSHAL FOCH is the latest personage to be received into the French Academy. After an Academician dies an election is held to fill the vacant chair, and the new Academician, when formally received, delivers an address in eulogy of his predecessor. Marshal Foch's predecessor was the Marquis de Vogüé, the author, archæologist, and traveler. The address emphasized the Marquis's book on the Duc de Villars, the last of Louis XIV's great captains. From this it was easy for the speaker to go on to celebrate the fame of French arms in all French history, and most of all "those whom the war of 1914 found greater still in the eternal crusade of right and liberty against force and oppression. That epic will for ages astonish the world by showing men capable, in four years of continuous effort and giant battles, of snatching victory from repeated perils."

In the reception of a new member another address is made of equal moment, a eulogy of the new Academician himself by an older Academician. In this respect Marshal Foch was honored by having his praises sung by that Frenchman unexcelled in felicity of phrase—Raymond Poincaré, for seven years President of the Republic. In recounting the Marshal's deeds for France, M. Poincaré quoted Foch's now immortal message to Joffre at the first battle of the Marne: "Hard pressed on my right; my center is giving way; it is impossible to maneuver; the situation is excellent; I attack." President Poincaré continued: "Grave writers have given this text as authentic. I have not the courage to undeceive them. If you did not write these optimistic words, you have thought them, and, better still, you have translated them into action."

Much has been said as to the supposed attitude of Marshal Foch at the time of the armistice. Many think that the tragic thing about the war was that it stopped too soon. Germany (save a small strip of Alsace) was not invaded. Why, then, did Germany sign the armistice on November 11, 1918? Because, in addition to the onslaught along the Meuse on her divisions, now insufficient in number and inferior in quality, there was to be a great new offensive. This, as Marshal Foch has now stated, he had planned to be launched on November 14 by twenty French and six American divisions, starting from French Lorraine with the aim to envelop German Lorraine. If the Allies had demanded unconditional surrender and this battle had been fought, Europe might be safer to-day.

A RAILWAY STRIKE AVERTED

WHILE the direct threat of a railway strike came from part only of the railway brotherhoods, namely, from the employees in the Department of Maintenance of Way, the threat had behind it the dissatisfaction not of those 300,000

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men, but of nearer 2,000,000 men. The real point the railway unions wanted to make was that while they were not only willing but would prefer that their conditions as regard wages and living expenses should be improved by the lowering of the cost of living rather than the raising of wages, they now see no evidence that decrease in prices is at hand.

The President's reply to the unions was conciliatory. It pledged his influence and executive authority to see that they should obtain fair treatment and justice. Concretely, he assured them: First, that if the act returning the railways to the companies provides machinery for dealing with wages, he will promptly use his influence and any power he has to organize that machinery; second, if no such provision is made by Congress, he undertakes to use all his influence to get the companies and employees to join him in creating a tribunal to take up these problems and act upon them; third, apart from the action of Congress, the President announces that he will at once constitute a committee of experts to analyze all the information available "bearing upon a just and reasonable basis of wages for the various classes of railroad employees," and especially as regards the wages paid for similar kinds of labor in other industries and the present cost of living.

While the delegates of the unions have not finally acted on these proposals and must technically submit them to a meeting of committees of the unions on February 23, they appear reasonably satisfied with the proposal and attitude of the President, although they indicate their wish that he would at once name a separate tribunal such as that he appointed in the committee of three which is dealing with the coal question.

Before this is read, in all probability the Senate and House committee of conferees will have laid before Congress the result of their joint effort. Up to February 17 the compromise bill had not been reported, although the railways were in thirteen days to be returned to the railway companies.

REJOICING OVER THE TRIUMPH OF WOMAN SUFFRAGE

LITERALLY, it may have been a little premature to rejoice over the National triumph of woman suffrage at the annual meeting of the National American Woman Suffrage Association, just held at Chicago. But the opportunity was tempting, hardly to be resisted, and, after all, no one seems to doubt that the full ratification of the Suffrage Amendment is close at hand. Up to the date of this writing, thirty-one States through their Legislatures have ratified the Nineteenth Amendment, while four have rejected it, so that five additional States must ratify out of the twelve States which have not yet acted. These twelve States are Connecticut, Delaware, Florida, Louisiana, Maryland, New Mexico, North Carolina, Oklahoma, Tennessee, Vermont, Washington, and West Virginia.

It is not, perhaps, quite as easy as it seems at first glance to assume that the five will be obtained, for several of the States named are notoriously anti-suffrage and others are in doubt. The friends of woman suffrage feel sure of Washington, which is already a suffrage State; they seem confident also of New Mexico and Oklahoma; and they believe that if the number of States ratifying is thus brought up to within two of the needed number, those two votes will surely be obtained through the mere weight of success, if not through original conviction.

The leaders in Chicago certainly showed no manner of doubt or uncertainty on the subject. This was seen in a dozen different ways—notably in the animated discussion as to the name to be given to that association of women which will be the successor of the National American Woman Suffrage Association. The old name becomes an anachronism the moment the Nineteenth Amendment is adopted. The feeling is universal that the association to follow it should be nonpartisan and, politically speaking, should be educative. The two titles which have been under discussion are "League of Women Voters" and "Women's Legislative Council." Certainly the former is more euphonious; apparently the preference which many give the second title is founded on the fact that a "Women's Legislative Council" in California has done excellent work in political education.

There are many evidences that the attention and interest of women are now focusing strongly on their duty as citizens, their duty to study public questions and political methods, and their duty to use their political power for the benefit of the whole country. There is little support for the idea that a women's political party should be formed which should presumably nominate its own candidates, formulate its own platform, and act independently of other parties. On the other hand, strong Republican and Democratic women's political organizations have been formed. Both parties have women on their National Committees.

With woman suffrage in England practically on the same basis as suffrage for men, and with universal suffrage in Germany upon exactly the same terms as to men and women, with a large number of our States already carrying out the principle of suffrage regardless of sex, and with the general belief in the almost immediate acceptance of universal suffrage through amendment to the Constitution, it certainly may be said that the great experiment is well under way. The wisest view, it seems to us, is not that an immediate reversal of political conditions nor a startling victory for a programme of reform is to be expected; that women in the main will act politically just as men act, but that in the long run the result will be beneficial to the community at large and will justify belief in universal suffrage limited only by certain necessary arbitrary rules now at last applicable both to men and women.

TWO NEW YORK HOMES FOR SAILORS

IN these days when ever greater interest is taken in co-operative Christianity, The Outlook calls attention to two endeavors at the port of New York for the betterment of seamen. One is the American Seamen's Friend Society, with its Home and Institute at 507 West Street. This was the first society in the United States to make the port safer for officers and engineers, sailors and firemen, cooks and stewards from all over the world. Monthly for ninety-one years it has published the "Sailors' Magazine and Seamen's Friend." Its aid is freely given to shipwrecked and destitute seamen. To its Institute 150,000 seamen come yearly. Through its loan libraries it furnishes wholesome provision for the mind.

On the East River side is the other endeavor, the Seamen's Church Institute. Its tall building on the corner of Coenties Slip and South Street is remarkable even in a city of sky-scrapers. As one enters, dining-rooms, a free shipping bureau, a savings department, a post office, a hotel lobby, and sitting-rooms are close at hand. Above are public reading-rooms for seamen who do not live in the building and for those who do; there are also administrative rooms and a chapel. The third floor comprises game rooms, and the fourth floor an auditorium and class-rooms. The next floors are given over to bedrooms. Here the sailor finds clean beds in dormitories at a very low price; he pays a little more for a room to himself. He finds a place where he may buy new clothes at cost, and of course there is a place where he may find a new job. There are religious services in English, Scandinavian, Lettish, Russian, Dutch, etc. The receiving of mail for seamen, taking care of their luggage, furnishing crews and parts of crews to vessels, providing temporary employment, giving first-aid lectures and educational talks, giving instruction in navigation and marine engineering, or giving cruises on its own boat in practical

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CARTOONS OF THE WEEK

Cassel in the New York Evening World

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TURN IT OFF! THE WAR IS OVER!

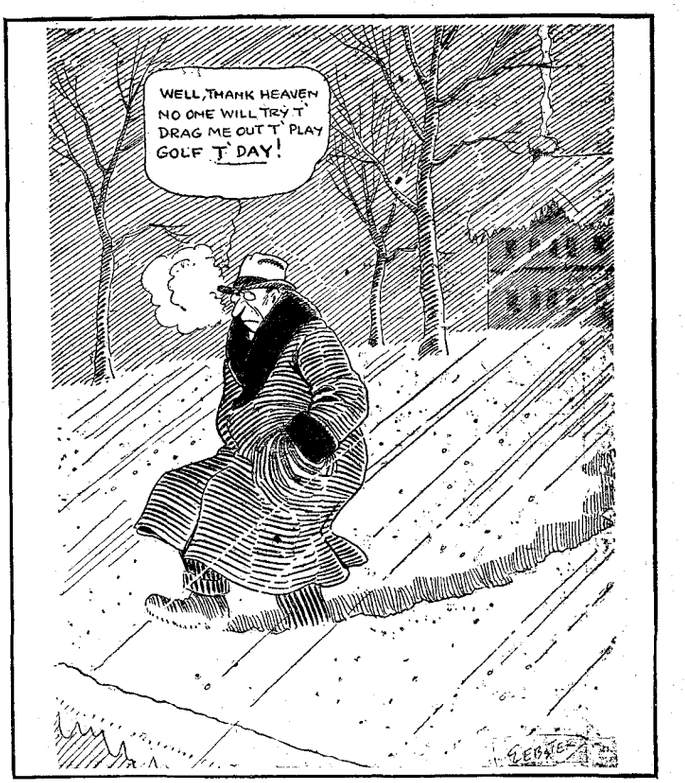
Harding in the Brooklyn Eagle

STILL, THERE ARE SIGNS OF SPRING

Morris for the George Matthew Adams Service

"MAKE YE NO TRUCE WITH ADAM-ZAD, THE BEAR THAT WALKS LIKE A MAN"

Webster in the Boston Transcript



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THE GOLF ATHEIST

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instruction, are some of the Institute's activities. Over seven hundred men sleep in its building every night. During the last calendar year they paid about $300,000 for the various services rendered by the Institute, but it has to secure contributions of some $120,000 yearly to pay for others for which it cannot charge. Many benevolent men will, we believe, be glad to aid in the present "drive."

THE LANSING DISASTER

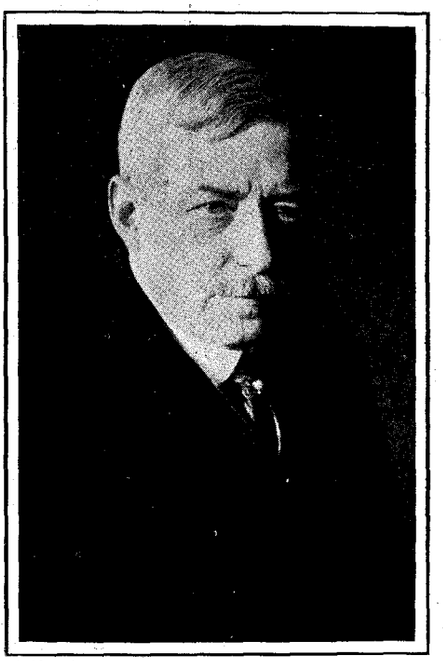
THE temper and manner in which the President dismissed Secretary Lansing from his post as the head of the Department of State have filled Mr. Wilson's best friends with consternation and anxiety. The episode is without precedent in Presidential history. No amount of politeness and diplomatic language can conceal the fact that it is a disaster both to the prestige of the President and to the stability of the Government.

We do not mean that the retirement of Mr. Lansing is a disaster. Other Secretaries of State have retired and their places have been filled without interruption to the orderly running of the Government. While Mr. Lansing has been a faithful and dignified representative of the Government, there are no doubt many other men who could fill his post with at least equal efficiency and respect even in an Administration under which original, constructive, and initiative statesmanship on the part of subordinates is frowned upon. The element of disaster comes from the fact that the dramatic resignation reveals the extent to which the Government of the United States has become a one-man government. The President has made it very clear that he, and he alone, is to do the executive work of the United States.

This revelation, following closely on the attempt of the President a year ago to dictate to the people of the United States what kind of a Congress they should elect, and upon his unswerving efforts to dictate to the Senate what kind of consent and advice they should give in their Constitutional treaty-ratifying power, brings clearly before the American people the fact that the United States lacks one great and desirable democratic privilege possessed by the people of Great Britain. In that country a Prime Minister—and the Prime Minister is really Chief Executive of the Empire—who autocratically attempts to override not only the will but the sentiments of the voters can be removed from office in two weeks' time, and another Executive with other policies can be chosen in his place.

In the United States a President who uses his Constitutional power in obstinate disregard of the wishes of the voters must either be impeached or else patiently tolerated to the end of his four-year term. No sensible man proposes to impeach President Wilson, but it is very evident that considerable patience with regard to his increasingly autocratic temper must be exercised by the people for the twelve months that will elapse before he retires from office.

The President's ostensible reason for asking for the resignation of his Secretary of State is that the latter usurped the Constitutional prerogative of the President by calling a Cabinet meeting



Bain News Service

ROBERT LANSING

or meetings during the latter's illness. No one knows better than the President that the Cabinet is an extra-Constitutional body which has no recognition either in the Constitution or in statutory law. The members of the Cabinet, it is true, are officers created by legislative statute, but their regular meetings under the direction of the President are purely informal and have no legislative or Constitutional standing whatever. The President might just as reasonably have held that it was unconstitutional to give any White House luncheons while he was ill. The phraseology of his letters to Mr. Lansing is, in certain paragraphs, really offensive—so much so that Mr. Lansing felt compelled to make a dignified protest in reply both to the President's accusation of usurpation and to the President's statement in a second letter that he, the President, would be relieved of an embarrassment if Mr. Lansing would give up his present office and "afford me an opportunity to select some one whose mind would more willingly go along with mine." How two minds can move along a single track even in the same direction the President does not explain, but Mr Lansing's protest reads as follows:

The Secretary of State,
Washington, February 12, 1920.

My Dear Mr. President:

I wish to thank you sincerely for your candid letter of the 11th, in which you state that my resignation would be acceptable to you, since it relieves me of the responsibility for action which I have been contemplating and which I can now take without hesitation, as it meets your wishes.

I have the honor, therefore, to tender you my resignation as Secretary of State, the same to take effect at your convenience.

In thus severing our official association I feel, Mr. President, that I should make the following statement which I had prepared recently and which will show you that I have not been unmindful that the continuance of our present relations was impossible and that I realized that it was clearly my duty to bring them to an end at the earliest moment compatible with the public interest.

Ever since January, 1919, I have been conscious of the fact that you no longer were disposed to welcome my advice in matters pertaining to the negotiations in Paris, to our foreign service, or to international affairs in general. Holding these views I would, if I had consulted my personal inclination alone, have resigned as Secretary of State and as a Commissioner to negotiate peace. I felt, however, that such a step might have been misinterpreted both at home and abroad, and that it was my duty to cause you no embarrassment in carrying forward the great task in which you were then engaged. Possibly I erred in this, but if I did it was with the best motives.

When I returned to Washington in the latter part of July, 1919, my personal wish to resign had not changed, but again I felt that loyalty to you and my duty to the Administration compelled me to defer action, as my resignation might have been misconstrued into hostility to the ratification of the Treaty of Peace, or at least into disapproval of your views as to the form of ratification.

I therefore remained silent, avoiding any comment on the frequent reports that we were not in full agreement. Subsequently your serious illness, during which I have never seen you, imposed upon me the duty—at least I construed it to be my duty—to remain in charge of the Department of State until your health permitted you to assume again full direction of foreign affairs.

Believing that that time had arrived, I had prepared my resignation, when my only doubt as to the propriety of placing it in your hands was removed by your letter indicating that it would be entirely acceptable to you.

I think, Mr. President, in accordance with the frankness which has marked this correspondence and for which I am grateful to you, that I cannot permit to pass unchallenged the imputation that in calling into informal conference the heads of the executive departments I sought to usurp your Presidential authority. I had no such intention, no such thought. I believed then, and I believe now, that the conferences which were held were for the best interests of your Administration and of the Republic, and

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that belief was shared by others whom I consulted. I further believe that the conferences were proper and necessary, in the circumstances, and that I would have been derelict to my duty if I had failed to act as I did.

I also feel, Mr. President, that candor compels me to say that I cannot agree with your statement that I have tried to forestall your judgment in certain cases by formulating action and merely asking your approval when it was impossible for you to form an independent judgment because you had not had an opportunity to examine the circumstances with any degree of independence.

I have, it is true, when I thought a case demanded immediate action, advised you what, in my opinion, that action should be, stating at the same time the reasons on which my opinion was based. This I conceived to be a function of the Secretary of State, and I have followed the practice for the last four years and a half. I confess that I have been surprised and disappointed at the frequent disapproval of my suggestions, but I have never failed to follow your decisions, however difficult it made the conduct of our foreign affairs.

I need hardly add that I leave the office of Secretary of State with only good will toward you, Mr. President, and with a sense of profound relief.

Forgetting our differences and remembering only your many kindnesses in the past, I have the honor to be, Mr. President, Sincerely yours,

ROBERT LANSING.

The President, The White House.

The American people will, we believe, very generally agree with Mr. Lansing that he was acting for the best interests of the Administration and of the Republic, and would have been derelict to his duty if he had failed to act as he did. This is the view of his Cabinet colleagues as expressed by Messrs. Lane and Redfield. The country is to be congratulated that the President had heads of departments who were willing to meet, confer, and co-operate in such a crisis and assume the necessary responsibility.

The press and the public men of the country have very generally, without distinction of party, expressed surprise at the President's course and sympathy and respect for the dignity with which Mr. Lansing has met an almost intolerable affront. No one denies the President's right to select the members of his Cabinet and to ask for their resignations when either his own efficiency or the welfare of the Government may require. The surprise and indignation of the country have not been aroused by the request for the resignation, but by the manner in which the request was made and the temperamental condition of the President which the request reveals.

The uneasiness and anxiety which this episode has created have been intensified by the attitude of the President with regard to European affairs. Only a few days after Mr. Lansing's ejectment from the State Department President Wilson officially notified the British, French, and Italian Governments that if they attempted to settle the Adriatic problem—that is to say, the dispute between Italy and Jugoslavia—without the approval or agreement of our Government, the United States would withdraw from any participation in the Adriatic controversy. The friends of the President deny that this is a threat to retire from all partnership with the Allies in the difficult settlement of European questions, but the French and Italians still insist that the President's note implies, if it does not definitely express, such a threat.

What effect this categorical assertion of the President will have upon the Treaty of Peace now pending in the United States Senate nobody knows. We should suppose that it would have a very injurious effect. It would not be surprising if the Senate were to say: If the President alone, and without consultation, is to decide what is to be the relation of the United States Government to European affairs, of what use is it to approve any kind of a Treaty?

We do not see how any Government officer, holding any important responsible authority, can make any far-reaching decision or initiate any decisive action, for he stands in danger of being upbraided by the President as Mr. Lansing and the Prime Ministers of England, France, and Italy have been. The plain fact is that the Government at Washington, in any democratic acceptation of the word, is steadily coming to a standstill.

THE PRESERVATION OF GAME

PICKING up a copy of that excellent magazine "Outing" a short while ago, we came across an article entitled "A Sportsman's Paradise." With a feeling that we were about to be told of some new-found game country of Alaska or northern Canada, we began to read. What was our surprise to find that the article referred, not to some uninhabited territory, but to one of the most populous of our Eastern States. The creation of a "sportsman's paradise" in this long-settled section of this country is entirely due to the foresight and wisdom which have been shown in the protection and propagation of animal life.

Pennsylvania is the State which the writer of this article refers to as a "sportsman's paradise." The system which Pennsylvania has employed in performing its remarkable achievement seems as simple as it has proved effective. In the first place, a State Board of Game Commissioners of six members was created which serves without pay, and a hunter's license system established which nets the State between three and four hundred thousand dollars a year.

This money is used exclusively for the purchase of game for liberation within the State limits, to defray the expenses of creating game sanctuaries, and in the employment of salaried game protectors in every county of the State, whose duty it is to feed and care for all wild game during severe weather, to trap and kill all vermin that preys on wild game, to organize and operate systems of protection from forest fires in their districts, and to report and prosecute all violations of the existing game laws.

The game sanctuaries referred to are limited to thirteen hundred acres in extent and are uninclosed save by a strand of wire placed four feet from the ground, upon which warnings to gunners are posted every few rods. These sanctuaries, together with the activities of the game protectors in the destruction of vermin, have created a condition under which wild game, including deer, elk, bear, and turkey, are on the increase throughout the State. An old hunter in Pike County, who has hunted the mountains of that region for forty years, told Mr. Wolf, the author of the article in "Outing," that "for every deer there was in these woods twenty years ago there are at least ten to-day."

In the two years from 1915 to 1917 the Pennsylvania Game Commission reported the killing of 6,700,000 rabbits, 487,000 squirrels, 6,950 wild turkeys, 312,287 ruffed grouse, 46,823 quail, 39,320 woodcock, 3,725 deer, 608 bear, 41,107 wild ducks. During the same time the game protectors rid the State of Pennsylvania of 1,255 wildcats, 8,858 gray foxes, 8,671 red foxes, 10,691 minks, and 83,381 weasels.

There has been slumbering in the archives of Congress a Game Sanctuary Bill introduced by Senator Chamberlain which would help to produce in other parts of the United States the results which the Pennsylvania law has produced in that State. This bill was drawn up in accordance with what is called the "Hornaday Plan," in honor of Mr. William T. Hornaday, of the New York Zoölogical Park. This plan includes the following propositions:

> (1) A Federal law empowering the Secretary of Agriculture to select and delimit areas in National forests suitable for game sanctuaries. (2) These sanctuaries shall be established by Presidential proclamation. (3) These sanctuaries shall be so located that they will not occupy lands chiefly suitable for agriculture. (4) These sanctuaries shall be located where they will interfere to the least extent practicable with the grazing of domestic stock, especially the stock of actual settlers. (5) These sanctuaries shall be established with the approval of the Governor of each State

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concerned. (6) It is expedient to establish a large number of sanctuaries of medium size rather than a few large preserves. (7) The ideal condition would be a chain of sanctuaries which in time would restore game to all the intervening territory. (8) Administration will be vested in the Secretary of Agriculture. (9) Boundaries are to be settled after full consideration of all conditions. (10) Predatory animals are to be killed. (11) The object of these sanctuaries is to provide breeding places for game which will spread over adjacent territory, where it will be subject to the regular open season provided by law.

The conditions which make such a programme as necessary as it is desirable are described by the supporters of the Hornaday Plan in the following words:

> Millions of acres of our National forests now are utterly destitute of game worthy of mention. Over thousands of square miles in the West and the East you now can hunt till doomsday without finding a four-footed animal worth shooting as food. Vast opportunities to create a great annual supply of big game are being wasted by lack of intelligent and resolute action.

In response to an inquiry Dr. Hornaday writes that there is not the slightest chance that the Chamberlain Bill will be taken up in the near future. Dr. Hornaday says that there has always been a good majority in each house of Congress that would gladly have passed this Game Sanctuary Bill if it could only have been brought to a vote in the Senate. Its presentation in that body has always been blocked by Senator Smoot's appeal to "Senatorial courtesy."

It will be a happy day when we get the Peace Treaty and its attendant problems a little further into the background and can all start getting excited again over some of the real problems which used to interest us before we were kept out of war and peace.

MUSH

THERE are times when all normal-minded people are moved to rise and slay. This desire for slaughter is generally the natural reaction to the pronouncements of the super-sentimentalists, that tribe of well-meaning folk who sheds tears of saccharine and whose gum-shoes leave treacly tracks where they pass.

In a magazine—we refrain from mentioning its name out of respect for the genuinely good work which it has accomplished in the past—appears a little verse which did not evoke from us the sentiments which its author probably intended to inspire in her readers. This poem is called "I Am the Animals' Poet." Its author, who shall be nameless, modestly begins:

> I am the animals' poet,
> I am the poet of the animals.

Growing enthusiastic over this thought, the poet proceeds:

> I'd rather write the sonnet of a cat,
> If it would lighten somewhat Life's hard leaning
> On that great psychic creature wrapped so small,
> Than be the poet laureate of the world!

We know we are callous and brutal, but somehow a mental vision persists in rising before us of the poet chanting this lyrical stanza to a tomcat of sphinx-like mien. Then the vision shifts. We behold Sir Thomas lapping up a bowl of luscious cream (there are children, you know, who sometimes want for milk) and then, fed to repletion, ambling off on velvet paws through the woods in search of a nest of fledglings to lean upon. These dear psychics are so temperamental! But we delay the presentation of the argument:

> I'd rather make a little humble prayer
> To help, on its rough way, some tired horse,
> Than have the mighty Shakespeare's wonder-work
> Beneath my name!

If we were a horse, and a Shakespearean scholar to boot, there might enter our mind the phrase which Moth in "Love's Labour's Lost" applied to Costard: "A horse to be an ambassador for an ass." But there might also be some danger of our getting some of the words of that phrase reversed. Let us proceed:

> I'd rather sing a song of those great dogs—
> Half canine, half divine—that won the war;
> A song whose notes would echo round the world,
> Than fling a star like Sirius!

There is no need now to ask whether the "Y" or the M. P.'s won the war. We have our answer here in black and white. The dogs did it. Apparently not even the devil-dogs were there to help. The poem concludes as it begins:

> I am the animals' poet,
> I am the poet of the animals.

Since our libel laws do not extend their protection to the reputations of animals, we suppose this statement will have to stand. But we do wish that animals were not dumb!

RACHMANINOFF'S "THE BELLS"

SPECIAL CORRESPONDENCE BY FULLERTON L. WALDO

ON Friday afternoon, February 6, musical Philadelphia heard the first American performance of Rachmaninoff's third (and choral) symphony, "The Bells," to an adaptation of the text of Edgar Allan Poe.

Minute technical analysis is not to the point in this brief reference to a remarkable concert.

But it is of more than passing moment to note a deeper significance in the occasion.

Rachmaninoff, sitting in a box, chin in palm, impassive as a gargoyle, watched the reaction between performers and audience with a detachment almost uncanny, as if he were appraising, not the fruit of the travail of his own soul and brain, but another's handiwork.

The work was presented by the Philadelphia Orchestra and Chorus, led by Leopold Stokowski; and with this orchestra and this leader Rachmaninoff had just played his own monumental third piano concerto, with the heroic energy of a blacksmith who handles only Percherons and the gentleness of a visiting nurse with a new baby.

Bain News Service

SERGEI RACHMANINOFF

When he took his modest seat in the box, the audience rose and applauded. It is an audience ordinarily frigidly polite and eminently proper—an audience whose chairs are chiefly family heirlooms. The assault of art on social dignity was good for dignity and did no harm to art.

This choral symphony is in four parts, to comport with the four divisions of the famous poem. The first is the merriment of sleigh-bells; the second is flooded with the pervasive happiness of a marriage festivity; the third rings and hammers with the clamor of fires and firemen, with buildings and men's dispositions aflame; the fourth is elegiac, lachrymose, funereal.

The composer, it would have been sup-

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posed, would use the steel-barred carillon of the chimes most of the time. But there was his genius and his ingenuity. He did employ the carillon at instants of acute accent, but most of the time he made the strings and the wood-wind and the brasses tintinnabulate! One had not known that violins and an English horn could ring and tingle metallically; but somehow they did.

It is easy to say of a voice that it is "clear as a bell." A bell or a bird is all that most of us have for our data of comparison with singing. But by fitting ingenuity on the part of those who planned, three truly bell-like voices had been chosen for the participation of the soloists. Florence Hinkle, soprano, Arthur Hackett, tenor, and Frederick Patton sang the lucid and ethereal tones. In the third episode, of the red chaos of the conflagration, Rachmaninoff was kind and wise. No solo voice was heard. He let the brunt of the furious tumult fall on the full forces of the chorus and the orchestra, with a fine sense of fitness and of corporate capacity more potent than individual effort.

The words were English. The poem had been translated by a Mr. Balmont from English into Russian, and Rachmaninoff, who has a poetic understanding of both languages, has explained: "Mr. Balmont was forced to make a more or less free version of it, and I am afraid that some of the beauty of the original had to be sacrificed."

The minds of the Russian musician and of the American poet have met in a great work of the mystic imagination whose permanence seems assured.

Philadelphia, February 7, 1920.

ARMENIANS IN AMERICA

JUST now hundreds of thousands of Armenians are hoping and praying that the United States will take a mandate from the League of Nations to protect and help govern Armenia. If one argues that this ought to be done, it is pertinent for him to show that Armenians have the stuff of which good citizens are made. America's interest in Armenians has naturally expressed itself mainly in sympathy for the sufferings of Armenians in their own land. We are glad, therefore, to give publicity to the following sketch of what Armenians have done in America. This comes to us from the Rev. Joseph Kafafian Thomson, a naturalized American of Armenian parentage. Mr. Thomson, who is a graduate of Drew Theological Seminary and the Yale School of Religion, is now an ordained minister preaching at several places in coal and lumber towns in West Virginia. He writes as follows:

"'Martin ye Armeanean' was a member of the Colony at Jamestown, Virginia, in 1618. He came here as one of the servants of Governor Yeardley. While in Virginia he acquired British citizenship, which entitled him to the distinction of being the first naturalized person on the American continent.

"In 1653 Edward Diggs brought over at his own expense two Armenians who were expert cultivators of silkworms. The result of their work was so promising that in December, 1656, the Virginia Assembly passed the following resolution: 'That George the Armenian for his encouragement in the silk trade and to stay in the country, have four thousand pounds of tobacco allowed him by the assembly.'

"In 1813 American missionaries went to Turkey and established schools. Armenian students began to come to America in 1834. They received degrees from Princeton, Yale, and other universities. Der Seropian inaugurated the class-book custom at Yale. He is also credited with having discovered the green color now used on all United States currency. So it was an Armenian who put the green in our 'greenback.'

"After the massacres of 1894 the Armenian 'exiles' began to arrive in greater numbers. In the true sense of the word the Armenians are not immigrants, but, like the Pilgrims of 1620, they come to America for religious liberty. After each massacre Armenians arrive in greater numbers. The statistics of the Commissioner of Immigration disclose certain valuable data concerning the character of the Armenians. The percentage of skilled laborers and professional men is greater than in any other race coming from southern Europe or Asia. The average income of an Armenian family composed of wage-earners was found to be $730; Greek family, $632; Hebrew family, $685; north Italian, $657; south Italian, $569; Serbian, $462; Polish, $595; Russian, $494; Slovak, $582; and Syrian, $594.

"The Armenian farmers have made good in California. Armenians handle eighty per cent of the Oriental rugs that come to America. There are over one hundred Armenian clergymen; thirty-nine of these preach to American congregations. The number of Armenian doctors and dentists exceeds two hundred. Armenian lawyers now in active practice number fifteen. There are a great number of engineers, chemists, architects, and editors of Armenian and American papers. There are eleven professors and instructors in our leading universities. Two of the most noted photographers in the United States are Armenians. There are well-known painters and sculptors who have won prizes in New York, Chicago, and San Francisco. There are Armenians on the stage and distinguished operatic singers, several of whom appear at the Metropolitan Opera House, New York. Of all the Armenians admitted in this country between 1899 and 1910, only 23.9 per cent could not read or write, while among other nationalities the percentage of illiteracy is as follows: Greeks, 26.4; Hebrews, 26; Rumanians, 35; Bulgarians, 41.7; southern Italians, 54.8; Polish, 35.4; Portuguese, 68.2; Russians, 35.4; and Syrians, 53.3.

"The number of Armenian students in American colleges and universities in 1916 was 234. When we consider the fact that there are less than one hundred thousand Armenians in America, this is a better record than that of any other foreign people and is as good as that of the native-born American. In 1916 there were at the Yale School of Religion only three Armenians—one won the Dean's

International

HUNGRY ARMENIAN CHILDREN ON THE BREAD LINE IN ERIVAN, ARMENIA

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prize and another a leading scholarship. In the same year at Wesleyan University there was only one Armenian. He won more prizes in oratory and debate than any other man in that university, and he was competing with men ninety per cent of whom were native-born Americans, while he had learned not one word of English from his parents. Armenians have married American women and are raising American families. These marriages, as a rule, turn out well. Armenians become Americanized faster than any other people who come to America. They head the list in becoming naturalized citizens. Thousands of them enlisted in the late war. They make good soldiers, sailors, and marines. There are no Armenian tramps or beggars in America. This is the type and quality of people, a million of whose relatives have left their bleached bones on the sands of Asia Minor because they were determined to remain Christian.

"According to Herbert Hoover, 'the situation in the Near East is the most desperate in the world.' Here eight hundred thousand Armenians, mostly women and children, are starving. One report states that they have dug up cemeteries to chew on the bones of the dead. No language is adequate to describe their misery. There are two and only two ways to help them. First, through the Near East Relief Committee, 1 Madison Avenue, New York City; and, second, by influencing Congress to recognize the independence of Armenia."

The Council of Ambassadors, the successor of the Supreme Council of the Paris Peace Conference, has now recognized the independence of the *de facto* Armenian Government.

SHALL WE CUT OUT DISCIPLINE?—A DISCUSSION

Two weeks ago this discussion was opened with articles by Mr. Frost and ex-Sergeant Lane. That our readers are interested in the questions raised and their application to home life, business life, and education, as well as to the Army and Navy, has been shown by letters from a number of correspondents, some of which we hope to include in the discussion before long. Meanwhile new phases are represented in the two articles which follow, in one of which a normal school teacher shows how inherent defects or lack of character, as well as lack of discipline, explain boy character in reform schools, while Sergeant Taylor gives a lively illustration of what "John Schoolboy" can do without a drill sergeant and through native initiative and co-operation.—THE EDITORS.

I—GOOD BOYS, BAD BOYS, WORSE BOYS

BY A TEACHER IN A NORMAL SCHOOL

ARE all the boys in our reform schools really "bad" boys?

The heading I have chosen for this brief discussion probably indicates my belief that they are not. In the following sketches I am endeavoring to present the outstanding characteristics of the various kinds of boys I have become acquainted with during my term as an employee of one of our country's numerous "boys' industrial schools."

Boy No. 1 does not strike me as a "bad" boy at all. In several months of more or less intimate association with him for eight to ten hours a day I have never seen the slightest evidence of any tendency towards criminality, unless shaking dice (or the desire to shake dice) may be called "criminal." In his work he has not been always absolutely dependable; but he has averaged at least as high in that respect as have several other boys and men over whom I have happened at times to have similar supervision "on the outs."

The records show that this boy "got in bad" through evil associates—through falling into companionship with boys of marked criminal characteristics, who played upon his natural love of adventure in order to make him a profitable accomplice in their petty crimes. His stay at the reformatory has hardened him a little, has made him acquainted with much more of the "seamy" side of life than he knew before he came; but I am strongly of the impression that he will "go straight" when he leaves. In other words, he is basically a "good" boy; not overly good, but at least average good, and with very decent prospects of making a respectable and worthy citizen of himself when he arrives at manhood's estate.

Boy No. 2 is a more uncertain proposition. He, too, is not inherently bad—not in the least. Like Boy No. 1, he fell into trouble through bad companionship; but, unlike Boy No. 1, he realized fully the error of his ways, and made numerous efforts to overcome them; but always his weaker will yielded to the stronger ones of his evil associates, and he went from one trouble into another until he landed in the reformatory.

Exactly similar has been his record with me during his months under my supervision. Never "bad" or evil-spirited; usually earnestly anxious to do the right thing; but often discouraged over some trivial mishap or backset, and almost childish in his "pouting" or in his slam-bang recklessness. I believe I have felt more friendliness—indeed, almost affection—for this boy than for almost any other of those I have had in charge; yet he has been more often than any other the cause of my utter despair in the matter of discipline. About every so often I have had to pretend to use rather severe measures to "straighten him out." Always the result has been the same: repentant humility on his part, and an earnest endeavor to "do better;" never resentment or ugliness.

I feel uncomfortably certain that I foresee this boy's unhappy future. Leaving the reformatory, he will endeavor to "go straight." In some day of discouragement or depression he will "let go," drift into evil companionship and bad habits again, and sooner or later find himself within the walls of the "big house," as the boys call the State prison. There he will repeat the ups and downs of disposition and conduct he is now experiencing in the reform school. I feel that his only salvation is in constant association with some "Big Brother" of dominating personality who can lift up the boy's spirit in his hours of depression and keep him out of trouble until his own strength comes back; and such "Big Brothers" are, alas! very few and far between.

With Boy No. 3 I reach a different class entirely. Let me say in advance, though, that next to Boy No. 2 I liked this boy best of all my "gang." But he has shown himself consistently unreliable and tricky. One of my best workers so long as my eyes are on him, he will "sluff" entirely the moment my attention is turned from him. Professing good intentions and good conduct, "on the sly" he will deliberately do all sorts of forbidden things whenever opportunity offers. Always trying to win my good opinion by loudly acclaiming the evil deeds of the other boys, he has been the first of them all to hasten into those very evil deeds whenever he thought he could do so without detection. Yet when he gave me his promise that he would not "beat it" if I let him do certain work outside of my range of vision, and I trusted him, he faithfully kept his promise; and with opportunity day after day to get a long start on a runaway he never has taken advantage of it, and is still "on the job."

There is no doubt at all in my mind that when this boy leaves the reformatory he will more or less promptly and deliberately turn to crooked ways. Repeatedly he has proclaimed in my presence that "you can't beat the law;" but whenever he has thought himself out of my hearing or attention he has busied himself detailing to the other boys when and how he will "put over" this or that little deed of unlawfulness or bad faith when he "gets on the outs" again. Why I have liked him I can't figure out; yet I have, knowing full well all the time that he will steal as readily from me as from any one else if opportunity offers

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and he thinks he will profit sufficiently thereby.

Boy No. 4 I am inclined to call a "warm-blooded" criminal. He enjoys crime. He has been one of my most trustworthy and dependable boys. I have never discovered him playing any tricks on me. He has always shown a tendency to shirk any really hard physical work, but any other kind of task he has always undertaken readily and accomplished with a very reasonable degree of fidelity. But he delights in petty criminality, and regards it as a safe, pleasant, and profitable way of "earning" the living "the world owes him."

I suspect this boy comes from parents who are (or were) professional criminals of more or less long standing. I suspect, too, that he is in the reformatory (as many are) under an assumed name, for I have been unable to find out anything at all as to his past; no one has ever come to visit him; and the other boys openly refer to him as "that mystery." But, judging from such fragments of his conversation as I have happened to overhear, he has been a deliberate thief from at least early boyhood. I judge that his crimes never were repulsive ones—no "slugging" or "sticking" or anything of that kind; but window-breaking, snatching, pocket-picking, and other like lesser breaches of the peace requiring good judgment, rapid action, and a quick getaway. "That kind of work doesn't pay in the long run," I overheard another boy say to him once. "Oh, doesn't it?" he promptly replied. "I've been doing it all my life, and this is the first time I've ever been caught. And I'll bet they never get their hands on me again either."

That expresses his attitude towards life exactly. He enjoys crime; the thrill of it appeals to him, and he likes the easy living that comes from it. "Huh!" he himself put it; "I come up here for a few months, don't have to work a bit harder than I would working for wages on the outs, behave myself and get out in a hurry, and when I get out I have as big a time and a —— sight more money to spend than you fellows do after you've worked for wages six or seven days a week for two or three years. No 'work' in mine! Why, I'd be ahead of the game if they sent me up here every two or three years; but you bet they're not going to get their hands on me again."

In short, society's only protection against depredations by this boy would be his permanent confinement in some institution in which he would be compelled to earn his living by the "sweat of his brow," and not by light-fingered helpings of himself to the more laboriously acquired belongings of others.

On Boy No. 5 I have never felt it quite safe to turn my back. I can call him nothing else than a "cold-blooded" criminal. A complete coward himself, as afraid as death of any physical suffering for himself, he will inflict pain on animals or on other persons without the slightest qualms of either flesh or conscience. I have seen him hold mangled but living birds against a hot stove, "just to see them squirm." I have overheard him retail with great glee his frequent use of the "blackjack" upon the victims of his "hold-ups." "Pom!" he would tell it. "'Ugh!' says the guy, and down he goes all in a heap, and right away I have some more mon' to spend. No, I never plunk a feller who can't stand it. No, you bet I'll never kill a guy. I know where to hit 'em."

My own conviction is that Boy No. 5 ought to go on the surgeon's chair and have something done to the inside of his skull, for I feel absolutely certain that there is something fundamentally wrong there that accounts for his cold-blooded heartlessness towards the sufferings of anything or any one else than himself. My attitude towards him has been the one a person takes towards a venomous snake—a sort of watchful loathing or repulsion. Lacking the operation suggested above, society would be safe from his dangerous preyings only through his confinement within strong walls—and even then the guard would have to be ever on the watch against his "Pom! and down he goes all in a heap!"

These five boys represent, I believe, virtually all of the types found within the walls of the numerous boys' reformatories throughout our forty-eight States. They are an always interesting study, even if sometimes a more or less depressing one. No one can long be in contact with them without hoping that the future may rather quickly reveal to us some way of keeping the "good" class of boys out of the "reform" schools, and some still more effective method of making at least fairly "good" boys out of the "bad" and "worse" ones whom we may have to continue to send to them.

II—JOHN SCHOOLBOY VS. THE DRILL SERGEANT

BY CHARLES K. TAYLOR

WE want, of course, to give our boys a first-rate character, a first-rate physique, first-rate moral stamina, to develop their resourcefulness and initiative, their self-control, and to make them intelligent and effective citizens. We want a few other things, too, but these will do for a starter. Says Major-General So-and-So, "Give them 'military training' and they will gain all of these things." But if you ask the General how many schoolboys he has trained he is likely to get help from the Navy and retire behind a smoke cloud. He means well. He is perfectly sincere. He thinks of boys as being miniature men, with the same feelings, thoughts, possibilities, and limitations, only on a slightly reduced scale.

Boys, however, are not miniature men. They are very different creatures. The drill sergeant, with the best motives in the world, with his continuous "squads east and west" throughout the high school period, would reduce the boy's resourcefulness and initiative to an irreducible minimum. One doesn't learn citizenship via the manual of arms, or real self-control through long-continued mechanical obedience. Nor do the forty per cent of physically unfit get much of value out of group physical training. And beginning at high school age is somewhat too late for many who need the physical improvement most. And those who think in terms of high school boys must remember, too, that the great majority of boys do not go to high school, and this majority is the very one that needs most whatever physical benefit, and other kinds of benefit, can be gained through any rational system of training planned for lads of their years by men who know them and their characteristics—physical, mental, and moral.

So much for that. Now I'll tell you a true story, with a lesson—not to speak of a moral.

A half-dozen sturdy lads, fifteen and sixteen years of age, came staggering out of a woods under the weight of a thirty-five-foot red maple, trimmed of its branches and twigs. They put it down on the grass with soul-satisfying grunts, went back into the woods, and in time emerged with another similar piece of timber, and then went back for more. In all, they brought four pieces. Some fourteen-year-olders were graciously permitted to aid in the lugging.

They were going to build a "bow-string span," and, as no nicely cut and prepared lumber was provided, they must needs "salvage" material wherever they could get it. A near-by woods yielded the four long red-maple logs necessary for the two pairs of "bows" making up each side of the prospective bridge, and a lot of easily cut arbor vitæ furnished all the bracing necessary. From a refuse dump came some two-by-fours and a few twelve-inch boards. Also they had some wire and some rope. An average group of boys couldn't have done much with this array. Yet this was an average group of boys, only something had been done to them. They had been given previously some experience with various similar materials, so that they could roughly judge their possibilities; also the principle of what they were going to attempt they understood quite well. From a text-book? Heavens, no! They had seen a sketch of a similar span made to cross a canal on the Hindenburg line, the sketch having been made by the engineer sergeant who had made the bridge. That gave them an idea of the principle of the thing. Then a lad of fifteen, using his head to some advantage—and also some laths—made a quite

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WORKING ON THE FIRST SIDE OF THE 30-FOOT SPAN

GETTING THE ENDS OF THE TWO-BY-FOURS TOGETHER FOR THE 16-FOOT SPAN

BOYS AND BRIDGE-BUILDING

understandable model of the span, a very fair little model about three feet long. A boy learns far more from a model than from a wilderness of text-books.

Now, that bowstring span made "over there," at the direction of one Lieutenant Sterns, of the 102d Engineers, had been created out of nicely cut lumber—something resembling our well-known "two-by-four" stuff. So they decided to do likewise. Enough two-by-four stuff was found to make a sixteen-foot span.

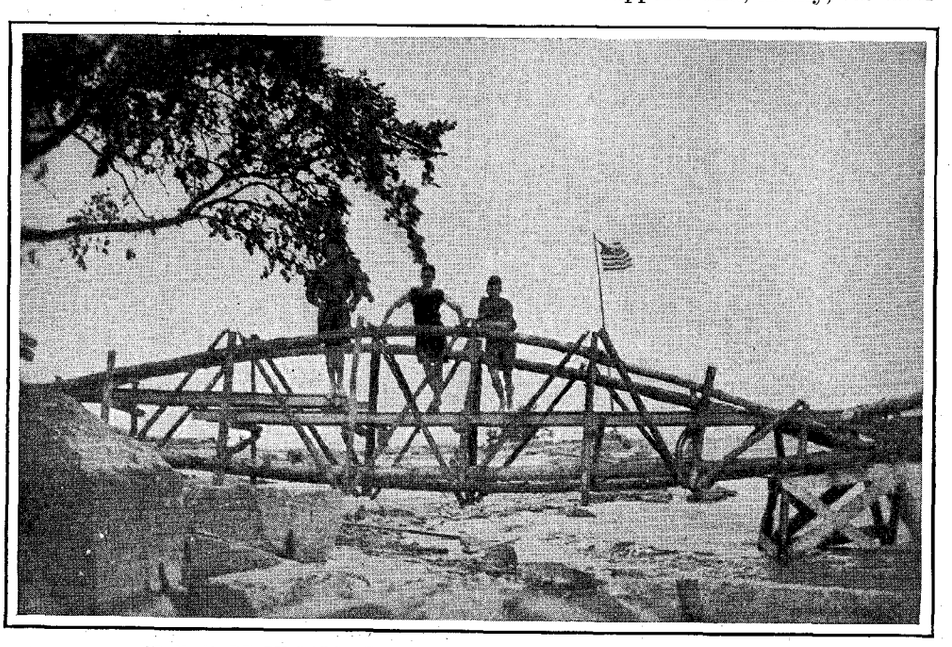
The amount of curve necessary for the "bows" presented a problem. They learned that "the radius of the curve is twice the span." That sounded somewhat technical; but when the job to be done is interesting the boy welcomes a certain amount of technicality. So a long cord was secured, there was much measuring, arguing, and drawing on paper. Finally a stake was driven in the ground, a thirty-two-foot cord fastened to it, and the other end of the cord moved in a circle about that stake. At every foot or two around that curve they drove in a stake.

Well, that gave them the proper curve for their bows; but then, you know, each side had two bows, bending in toward each other, so they had to work out for their first time a real practical use for some geometry they had learned—geometry of the usual futile school kind, having seeming relation to nothing in the heavens above or the earth beneath, or even in the waters under the earth. Just the same, they finally worked it out, no grown-up having the bad taste to interfere, and finally found the center of the curve of the bow that was to join the one they had outlined with stakes. This done, the rest was easy. They took a pair of two-by-fours, bent them around those curves till their ends met—ask not concerning the grunts and groans of those juveniles who, getting down on the ground, pushed with their feet till the stiff timbers bent around the circle of stakes and had their ends brought together and made secure. It took only a few minutes to finish that side—cross-bracing and all. Then that side was lifted up from its inclosed circle of stakes, laid aside, and another duplicate made in short order. The "hang" of the thing was got by this time. Both sides of their span being finished, they were stood up, side by side, three feet apart, and floor supports and, finally, the floor built between them. The whole theory of the span was now so obvious that their only limitation in speed was that set by nature herself. In a few minutes the span was complete, carried away, and set up.

They were very chesty about that span—for a little while. But then some one remembered that this one was but sixteen feet in length, and that Hindenburg one was thirty! They had learned their powers, however, and thirty feet no longer appalled them. And so it was that the half-dozen lads with whom we began this story went forth into the woods and cut rough timber for their purposes and improvised all kinds of methods for handling such heavy material—especially when they found that mere pushing by means of feet would never bend such timbers around a circle of stakes! That is where a rope, some wire, ingenuity, and a sweating crowd on the end of the rope came into play, impromptu science defeating the perverseness of matter.

So those lads of fifteen and sixteen built their heavy sides for a thirty-foot span, stood them up, and built in a sturdy floor between them, and then, calling on admiring beholders for help, by main force heaved the whole thing down to the water's edge and into the water.

More construction was necessary. A pier or two had to be built for it to rest on if it were to be used for a boat-landing or something from which to dive. And then the heavy span, weighing two or three tons, would have to be lifted upon those piers—and one of them stood in eight feet of water! And that was solved by means of a kind of derrick like a letter "A," the top of which being pulled, it would lift anything within reason hanging down from that top. A chain fastened the deep end of the span to the top of this low inclined derrick, from the top of which a long wire went to the shore and over a crotch in a handy tree. Then to the end of that wire was fastened a rope, and a whole gang pulled on it. The derrick came up straight, up came the far end of the span with it, and a crowd, running into the water, pushed that span over on to the deep-water pier and the rope-pullers let their burden down on it. Then the whole gang went into the water



SPAN, MADE BY LADS OF FOURTEEN TO FIFTEEN YEARS, IN POSITION

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at the shallow end and by main force lifted the near end of the span upon the pier nearest the shore. And it was done. Well done, too. A simple approach was made to the span, and they dove from it and were happy. At least the fifteen–sixteen year olders were, but some fourteen–fifteen year boys weren't. They were envious. Need I tell the natural result of this envy and the normal, fine spirit of competition? Seven lads, some of whom were fourteen and some fifteen, got to work and duplicated the span made by their seniors, and in good time this went down to the water and connected the first span with the top of the bank.

What does all this mean? And where does it connect with our subject? Well, do we not want to find some means for developing initiative and resourcefulness for the benefit of our lads of high school age, whether they go to high school or not? May not this indicate a solution—in part, anyway? It is interesting to know, too, that the capacity for complicated construction is much higher with lads of this age than would be imagined. And one does not have to explain how resourcefulness and initiative must be called upon to put through such a job, when one must work out the theory by means of full-size models and have to use, not prepared material, but any odds and ends and make them suit the purpose.

Self-control? Discipline? Certainly. The presence of this fine quality was very obvious in those groups of lads who spent a summer carrying out such unexpected exercises. It was the self-discipline that comes through carrying out a hard job to completion—a worth-while and interesting job, but a hard one too. This is a fundamental discipline, too, because it comes from within. It is self-imposed, and thus becomes a part of one's real nature.

Perhaps this one example gives the hint. It is but one of many. It intimates a certain amount of outdoor life under oversight of folk who know how to train boys. It means the providing of activities that appeal to a boy in the first place, and which will bring out his best resources in the second. It takes for granted a certain amount of physical fitness—and let it be understood that physical fitness in large groups cannot be gained by putting the mass of them through any hard and fast manual. It can be done only by making a study of each individual, and seeing to it that he gets exercises and treatment fitting his special needs and possibilities. And of course to catch those who need it most, high school age is much too late. You will have to begin when the boy enters school. Of course this would mean a terrible upsetting of the so-called school methods of physical training to which we have become accustomed. But no doubt this would not disturb any but those whose imagination will not let them see anything but classroom calisthenics, which too often mean nothing, carried out by a woman teacher whose specialty is teaching and not physical training.

The boys of our story had had that very kind of individual study. They had been examined, measured, photographed, and each boy's particular needs made clear to him, and the means and methods for improvement put before him, and to improve physically was one of the keenest of competitions.

Drill? No, they didn't drill very much. But they did put up their own tents, and they did manufacture their own canvas cots, and they did make every stick of furniture they needed, and they did plan and construct every building desired in that training camp! Drill-sergeants? No. But there was a physical training expert who knew boys, and there was an army engineer who knew boys, and there were others who knew wood-craft and camp-craft and first aid and sanitation and hygiene and mineralogy and botany and so on.

They weren't very good at presenting arms, but they could look after themselves; they could, and did, give a helping hand to others needing help; they could make whatever they could find in woods or refuse dumps serve their purpose.

And it is just possible that they were feeling their way towards a plan that will utilize the great interest and knowledge gained through the war—a plan calculated not to make military nonentities of schoolboys, but one that will make for universal physical training, developing the individual according to his needs and using what is best in group training too. Yes, it may be planned to bring out ingenuity and resourcefulness, self-dependence and self-control, to a high degree, and even to develop other fine character qualities, which are not greatly stimulated, you know, by months or years of squads "east and west" and the manual of arms.

Mind you, we are not talking about grown men of twenty. A touch of discipline might not harm them at all, but might do a lot of good; so might their assembling into democratic camps for group training for a limited period. But boys are not men, and what may be excellent for twenty may be of doubtful value for eighteen and criminal for sixteen.

And so, instead of trying to make little tin soldiers out of Young Americas, let us make them as perfect physically as possible; let us give them a kind of outdoor training that will develop their best capacities, and let us make them good citizens by means of teaching them the best that is in history and the best there is in social science; and those of us who know boys would be willing to wager, perhaps, that Young America would gain something that even the best-natured, least profane, most enthusiastic drill sergeant could not give him.

HARVARD REVISITED

BY A HARVARD ALUMNUS

FIVE years is not a very long span of time. When a man tells you that upon returning to a college community after an absence of five years he is struck by a change in the life of the place, one may be pardoned for asking whether he is not making a mountain of difference out of a molehill of superficial alteration. But college generations come and go swiftly; college traditions are easily made and broken; and a five-year period which included a world war might be expected to leave its mark upon the community. It has assuredly done so at Harvard. Nobody can watch the new developments in Harvard life without being impressed by them, and wondering to what extent they are paralleled by recent tendencies at the other great American universities.

It is not of the visible changes at Harvard that I am thinking, although they have been considerable. During the past decade the building of the Cambridge subway has cut the running time from Harvard to Boston from forty-five minutes to eight; the Freshman Dormitories, the Widener Library, and several other new buildings have been added to the college group; the saplings set out in the college yard to take the places of the insect-ravaged elms have grown to a surprisingly respectable size; and other physical alterations have taken place. But it is not these differences, noticeable to the random visitor, to which I refer; nor even to the gaps left in the Faculty ranks by the loss of men like Royce and Sabine, and the influence of those who have taken their places upon the teaching staff. I refer to a change in the general character of college life. It is very difficult to analyze this change accurately; one could not do so without reliving one's undergraduate career; but at least the change can be described in general terms.

In the first place, there is more genuine intellectual life among the student body than there was a few years ago, and a more serious appreciation of the value of education. The gain in this respect was apparent during the years immediately preceding the war. It has been still more notable since the Armistice. One hears rather more intelligent and discriminating conversation on current affairs than one used to hear. There are numerous student "discussion groups" which foregather periodically to talk on topics of the day under the leadership of various members of the Faculty, and there is at least one purely undergraduate discussion group which depends upon professorial

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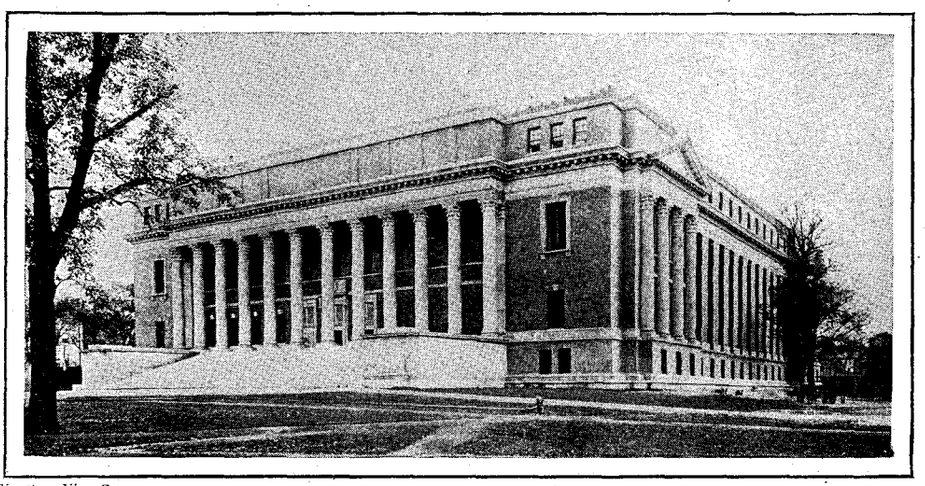

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guidance not at all, but is truly spontaneous. The two student literary papers, the "Advocate" and the "Harvard Magazine," reach a larger public between them than any two such papers have done before at Harvard, and both make a specialty of discussing the political questions of the day. A few years ago the "Crimson"—the undergraduate daily paper—took little or no interest in the outside world; to-day it comments vigorously and independently upon everything from the coal strike to the latest Senate speech on the Peace Treaty.

That in so doing the "Crimson" is reflecting an intensified interest in the world outside the college gates on the part of the student body is shown perhaps by two recent incidents. A straw ballot on the subject of the League of Nations brought more sophomores, juniors, and seniors to the polls than the election of the officers of these three classes held shortly afterwards; and lectures at the Harvard Union by Walter Hampden, the distinguished American Shakespearean actor, and Hugh Walpole, the equally distinguished English man of letters, were more largely attended than the first football mass-meeting of the season.

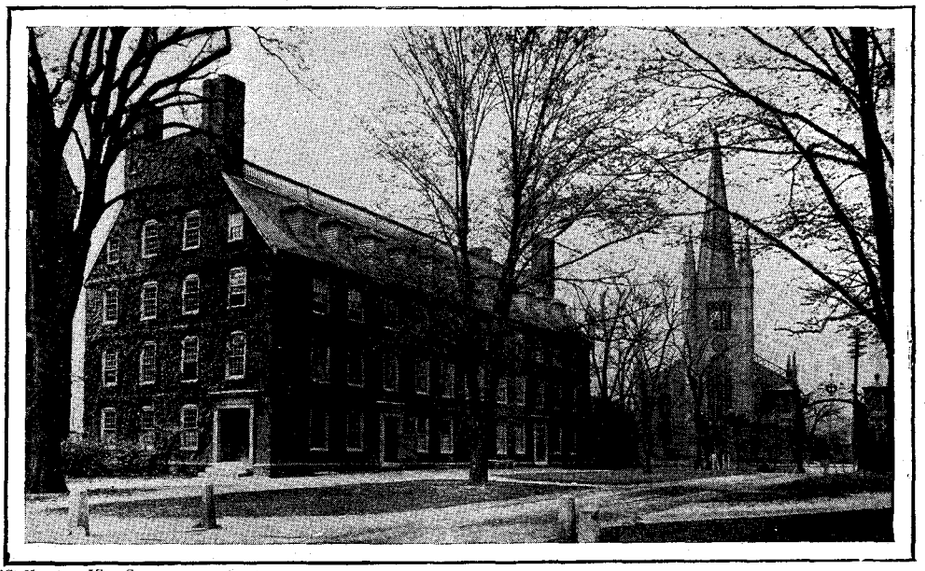
It would be easy to exaggerate the importance of incidents like these; and one must admit that when Walter Hampden draws a larger crowd than a football mass-meeting this may be largely because students whose entire college course has been pursued under war conditions have had little opportunity to acquire the mass-meeting habit. Certainly the students at Harvard are rapidly acquiring it. The later mass-meetings of the football season were thronged. The fact remains, however, that the intellectual life of Harvard has unquestionably been quickened by the war. It is natural that this should be so. One cannot expect men who have been serving in the Army or Navy, or even in the Students' Army Training Corps, to return to their courses without a new sense of the relation between lectures and life, and of the thrilling importance of the day's news from Washington, New York, and Paris. They have been shaken somewhat out of the typical undergraduate attitude of avoiding every possible educational advantage. Harvard, in short, is less remote from current affairs than it used to be.

Still, the war can hardly be the sole reason for this new condition of things. I suspect that President Lowell's educational policy has something to do with it. The policy is one of revolt against the purely elective system of study, on the ground that it makes things too easy for the loafer, and of revolt against the German idea of a university as a place which offers educational opportunities but is indifferent to the extent to which they are utilized. President Lowell recently quoted Bismarck as saying that of the students at the German universities one-third worked themselves to death, another third drank themselves to death, and the final third ruled Europe. "We have learned," said Mr. Lowell, "to view without enthusiasm all three of these ends." Harvard is now moving in another direction.

Succeeding President Eliot at the close of a period of prodigious expansion of the University, President Lowell has bent his principal efforts toward its intensive rather than its extensive development. For ten years he has worked to stiffen the college curriculum and to eliminate "snap courses"—with the result that the student body works on the average something like fifty per cent harder than it did in 1910. The process has been slow but steady. The elective system has been modified by a rather complicated set of regulations, the effect of which is to make the student concentrate to some extent on one general topic, such as English, or government, or economics, or philosophy, and at the same time distribute widely the rest of his courses; and according to the latest ruling he must at the end of his senior year take a general examination on the whole subject in which he has concentrated and must be prepared to answer questions on all phases of that subject, whether or not they lie within the range of the particular courses which he happens to have elected. A rather difficult system to administer is this. But, without question, it prevents to a large extent the systematic selection of easy courses; it forces the young man to see his four-year programme as a unit and to do some conscientious thinking about the development of that programme; and it discourages the practice of forgetting all about a course immediately after completing it. In general, the system calls for a sense of responsibility on the part of the student; and to develop this sense of responsibility is President Lowell's chief aim.

But Harvard shows to-day the influence of something more important than new rules for the choice of studies. There is manifest a change in the relations between Faculty and student body such as can be brought about only by a new spirit of confidence on both sides. Teachers and undergraduates are closer to one another than they have been in the memory of any living Harvard man.

The dean's office, for example, is now not so much a place merely of discipline as a center of advice and information, and it is this not only in theory but in fact. The Student Council is gaining in strength, and last spring held a session with one of the governing boards of the University at which its report on student affairs was listened to with keen interest. The regent and his lieutenants, the proc-



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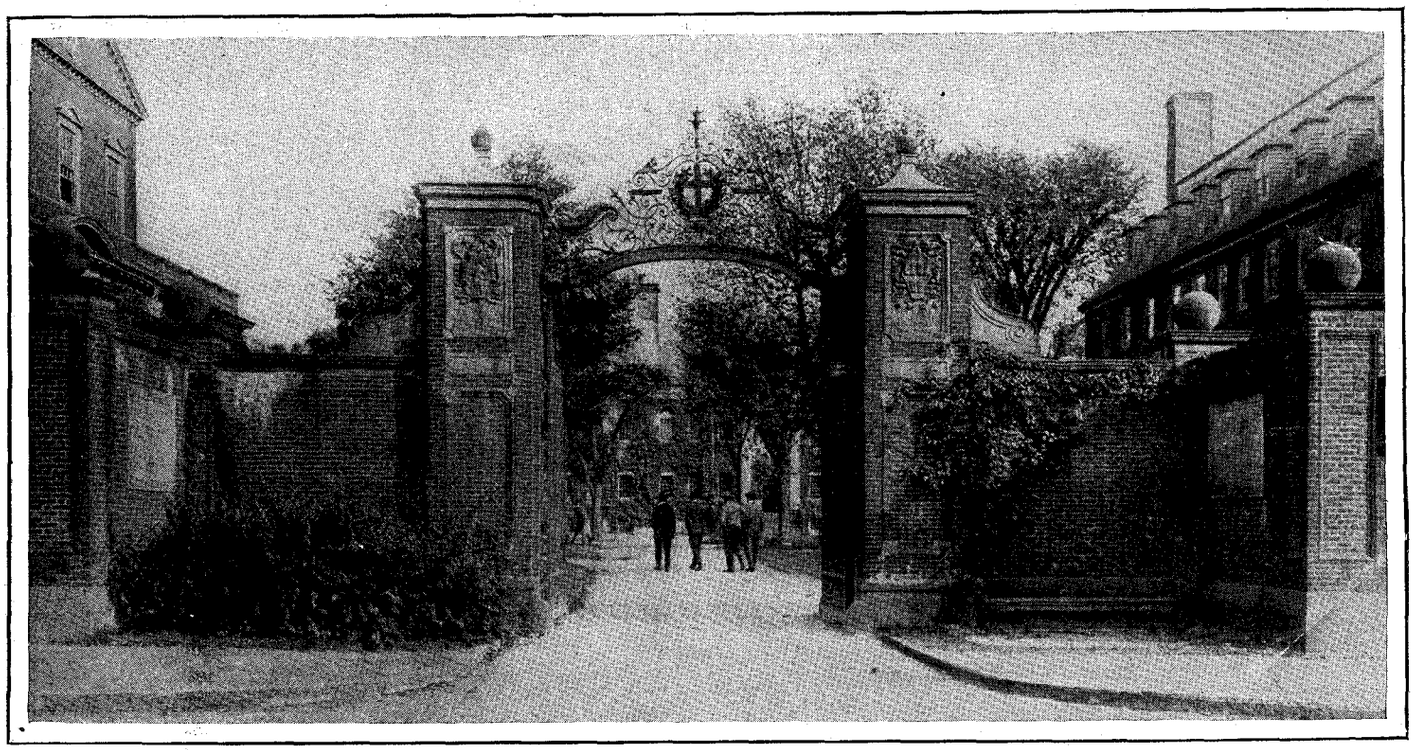

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JOHNSON GATE AT HARVARD

tors, who have charge of discipline in the dormitories, constantly consult the students themselves upon matters which concern the college, and are consulted in turn. As one old graduate put it, "When I was in college, we crossed the street when we saw the proctor coming along, because we thought of him as a policeman who would be sure to catch us doing something we oughtn't to do, whereas now we find our sons and younger brothers going to the regent's office of their own accord to get his suggestions about all sorts of things." President Lowell himself is often sought out by students for the sake of finding out his point of view upon matters of undergraduate policy, such as ten or twenty years ago would never have been referred to the Faculty. I happen to know of at least two cases during the past year in which college clubs have sought the advice of the University authorities, simply because that advice was respected. These and other instances I should like to cite explicitly; but of course the essence of these friendly relations between Faculty and students is that they are confidential. Suffice it to say that the tendency is toward a common point of view.

Harvard has also become more democratic. It has always been democratic in the sense that something like fifty per cent of its students work their way through fully or in part and that many of these men are leaders, respected without regard to their circumstances. At every college there is, however, the problem of cliques within the clubs or fraternities and without them. And it is toward the solution of this problem that progress has recently been made at Harvard.

It is obvious that when we call a college democratic we do not necessarily mean that everybody knows everybody else or that men are not allowed to seek out for their intimates those who are really congenial. In a large college, where each class has five or six hundred members, it is impossible for a man to know all his classmates, and in any college of whatever size it is desirable that each individual shall pick and choose his associates. The value of two or three fruitful and enduring friendships may outweigh that of scores of acquaintances. Clubs and fraternities are conducive to the development of friendships, and they are perfectly compatible with the principle of democracy if they satisfy three conditions. First, they must not hold such an important place in college life that membership in them becomes an end in itself and the man who is left out feels himself to be an utter failure. Second, they must not demand conformity to a club type to such a degree that they exclude the student who is cut to a different pattern. Finally, they must not monopolize college life; it must not be possible to say that a club member sees undergraduate life only through his club window.

It is to the credit of the Harvard system that membership in a club is not such a matter of life and death as it is at some other colleges. Many there are who live in awe of the clubs and consider themselves made or unmade according as they are chosen or rejected by the particular society to which they aspire, for some fellows in every college community are born snobs. But there are other men in great numbers who are virtually indifferent to the college societies, who have never darkened the doors of a club, and yet testify to their keen and rounded appreciation of what Harvard brought to them in companionship and enjoyment. Practically nobody outside the University knows to what societies a Harvard man belongs, and after he graduates his social fortune is generally forgotten. As a graduate from the Middle West said to me the other day, "I haven't the slightest idea what clubs the members of our local Harvard Club belonged to when they were in college, and nobody cares." And, while some of the clubs at Harvard are composed chiefly of the graduates of a few fashionable preparatory schools, most of them include also men who are earning their way, and many of the most influential ones choose their members with surprisingly little regard for the distinctions drawn in the social register. In short, the chief danger at Harvard is, not that the clubs shall be all-important or shall prevent men of humble beginnings from laying hold of the best things in college life, but merely that they shall limit the outlook and opportunities of the men who belong to them. And it is just here that improvement has been shown during the past few years.

The "Senior Dormitory" movement began in 1911, and since then the great majority of the senior class have lived together in the dormitories in the yard. The last Freshman Club died about 1911. The Freshman Dormitories were completed in 1914. Since then all the clubs have agreed not to take in members until their sophomore year. The results of this change are by this time clearly apparent.

Throughout the whole freshman year Harvard students are thrown together in the Freshman Dormitories and eat at the same Freshman Commons. Toward the end of their college course they have another special opportunity to widen their acquaintance and their association with their classmates in the Senior Dormitories. And it must be remembered that in the intervening years the clubs are only eating-places. Their members do

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not sleep in them, as they do in the fraternity houses of some other colleges. The clubs remain and prosper, serving their legitimate purpose; but students are just a little less likely than they used to be to suffer from that curse of undergraduate life, a club point of view, and just a little more likely to come out of college with friends chosen from a large field on a basis of real congeniality.

If I were to try to sum up the whole process of change in a few words, I should say that Harvard has been distinguished in the past by what are generally the attributes of a large college, to wit, freedom, diversity of life, and richness of educational opportunity; and that now it is gradually but steadily adding to these what are commonly considered to the attributes of a small college, namely, discipline in the best sense of the word, friendly association between Faculty and student body, and democracy. I wonder whether similar forces have been at work during the past five years at Harvard's sister universities, and whether their students are now prone to regard college somewhat less as a comfortable country club and somewhat more as a vestibule to a life which demands education and the ability to use it? For if the new things which one sees at Harvard have their parallel elsewhere, it is a favorable omen for American education.

NOTE—We should be glad to have expressions of opinion on this question from the alumni of other colleges—East, West, North, or South.—THE EDITORS.

LEONARD WOOD ON LABOR PROBLEMS

AN INTERVIEW BY EVAN J. DAVID

ON my way to Chicago I had passed through Gary, Indiana, where the troops were patrolling the streets during the steel strike, and I had heard so much about revolution and Reds that an uneasy excitement seemed to be in the air. When I was ushered into the presence of Leonard Wood, I was tremendously impressed by the feeling of serenity and steadfastness which the man personified.

The change was as great as on the day when I was flying with fourteen other passengers from New York to Washington. In order to avoid a gale which was blowing at sixty miles an hour, making the airship rock like a canoe on a rough sea, the pilot shut off the two Liberty engines and we dropped from eight thousand to two thousand feet. The engines were started again and the air liner sailed serenely on. The pilot knew exactly what to do and when to do it. I was convinced that the man in front of me could handle the ship of state as skillfully and as firmly as our air pilot had handled the great air liner.

Leonard Wood is a powerfully built man, with deep chest, broad shoulders, large massive face and head. I was surprised to find that this man of fifty-nine years of age had no traces of baldness nor any traces of grayness in his hair. It is true that his face is deeply lined and seared by the rigors of his strenuous outdoor life, but his clear blue eyes had a friendly, penetrating glance; his smile was sympathetic and his voice firm and strong. There was a reserve about the man and an assurance in his smile that made me feel as I did when the pilot of the airship smiled on us as he was volplaning down from eight thousand to two thousand feet.

Steadfastness, deliberation, equipoise, and decision radiated from him.

"I've come half-way across the continent to get your views on the industrial problems of the day, and, if it is agreeable to you, I would like to have you talk right on without my asking questions," I said.

"Very well," General Wood replied.

"It seems to me that the most vital question at the present time is the economic question, as it is affected by both capital and labor.

"The great war showed that if capital and labor were actuated by the same motive to get quantity production they could and would work together for a common end and upon the most amicable relations. What the countries of the world want to-day, above everything else, is production. Owing to the fact that most of the factories, the mills, the shops, the mines, and the farms were doing their utmost to get production, and owing also to the fact that so much of the production of the countries of Europe and America were used either for destruction or were destroyed, it has left the nations of Europe, and to a less extent America, in a very impoverished condition. In America we are in need of practically every kind of material for the construction of buildings, for the re-equipping of railways, for the making of clothing, for the manufacturing of shoes, etc.

"With these economic demands confronting us here in America, and all Europe requiring our raw materials, our clothing, our shoes, and our food products, and with our newly increased shipping ready to carry the same to the needy and starving peoples abroad, it ought to be clear to everybody that what we need more than anything else at the present time is the production of the very things that will satisfy these demands. For the prosperity of the country and for the good of all within the country every effort should be made to co-ordinate capital and labor and to get them to pull together in order to get out this enormous production that is demanded at home and abroad." Leonard Wood was talking in his habitually calm but earnest manner. He almost never uses a gesture, but his eyes never deviate from yours.

"That the Germans realize that production is everything is well exemplified by the fact that we hear that the Germans are now working twelve hours a day and that they are giving two hours of that work to their Government. This means that if we do not get into production the Germans will be flooding the markets of the world with the products of their factories just as they did before the war. For that reason it is necessary for us to increase our production here so that we can supply our own wants, and also so that we can make use of our new fleet of American ships for exporting the product of our factories and mills to Europe, South America, and the other countries of the world. This, of course, cannot be done if strikes are continually taking place, reducing production. Therefore it is desirable that we reduce the number of strikes to a minimum, and that everything should be done to avoid strife between capital and labor.

"A great deal of this strife can be avoided if the capitalists take a human interest in their employees. It seems to me it would be wise for them to take as much interest in their workers as they do in their customers. If they applied the Golden Rule, I am sure there would be very few strikes. They should pay their employees a living wage. This wage ought to be sufficient to enable the worker to build himself a home, to educate his family, to bring up his children in the proper way, and to put something aside for his old age. The conditions under which he works should be as sanitary as it is possible to make them, and he should be encouraged and given promotion if his work so deserves.

"There ought also to be some sort of a profit-sharing plan devised, so that the employee might enjoy some of the benefits to be derived from the profits of his company. Some very notable examples of co-operation between capital and labor have already been worked out in this country. Some of these consist of giving bonuses, others a stock interest or the privilege to purchase stock in the company at a reasonable figure. The Liberty Loans have taught many of the employees to save, and many of the factories are putting into effect a scheme which will appeal to their employees to continue to save by buying an interest in the stock of the companies at a lower rate than the same is sold to outsiders. Many of the factories have established a minimum wage and have limited the hours of work for women. There are healthy indications looking to the termination of dangerous and harmful child labor conditions. All these are progressive steps, and all these ought to aid materially in increasing production, in making the lives of the workers more pleasant. It is a step in the right direction." Leonard Wood might

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have been talking to a directors' meeting, his manner was so businesslike and dispassionate.

"On the other hand, it seems to me that the workingmen should also do their part in increasing production and in improving their efficiency. First of all, the workingmen should seek to do all that would increase their skill in turning out more work at the present time, so as to supply the needs of the world. They must realize that wages are paid from profits, and that profits cannot be made unless the material produced is of the very best and that it is produced in quantities sufficient to be able to compete with the production of other factories, mills, shops, which are working in the same field, and with the production of foreign countries. They must also realize that in order to get higher wages it is necessary to do their best and their utmost upon all occasions.

"They should not resort to strikes until every other expedient has been exhausted. When they do strike, they should be led by leaders who are Americans and who have the welfare of America at heart. They should discourage—and ninety-nine per cent of them do—all kinds of violence or disorder. It is usually the one per cent of labor, mostly I. W. W. or Reds, that cause the trouble, and their actions often reflect upon the labor organization to which they belong. Many of the American people are too emotional and susceptible to radical and untried ideas. They want a tree to grow from a seed in one day. The working people ought to beware of those preaching new and untried doctrines if they are hostile to our institutions and the duly constituted authorities under the Constitution. They should respect public officials, whose duty it is, in turn, to protect the lives and property of all the people.

"I have found in my experience that ninety-nine per cent of American labor wants to run straight. The element that advocates destruction of our Government, our institutions, and our homes is generally the alien, which ought, after due process of law, to be deported, or if native, dealt with by the processes of law. There is no room in this country for the Red flag. There is no room in this country for the I. W. W. There is no room in this country for any one who preaches anarchy." These last words were pronounced with the calm yet decisive manner of a judge pronouncing sentence.

"At Gary, Indiana, I found that the small percentage who claimed that our form of representative government was not good were almost without exception foreigners who had come to our country and did not understand our institutions. Many of them could not read, or even speak, our language; consequently they could not know and did not know anything about the power of public opinion to correct evils and to shape the legislation of our country. The Reds want to bring about conditions here similar to those which exist in Russia and which are the shame of every respectable man and woman. If organized labor will only make sure that their leaders are one hundred per cent Americans—and I believe they will—they will not listen to the doctrines of violence and disorder.

"There is a great section of the American people which often suffers from the violence of these few and from most of the great strikes which are held in this country—that is, the public. In most of the disputes between capital and labor the mass of the people have had no voice, although they often suffer more than the strikers. This was especially true at the time of the great steel and coal strikes. In many sections of the country the people suffered from the lack of coal; many factories, shops, and mills were closed and thousands of people were thrown out of work. The building of factories, mills, bridges, railway equipment, apartment-houses, etc., was curtailed. The danger always is that, whatever way the strikes are settled, the public, which represents by far the majority interested in these controversies, have to pay the bills, though they may have no vote in the settlement, primarily because there is no machinery by which they can have their voice heard. Surely, if they have to pay the bills they ought to have a voice in the settlement.

"Machinery ought to be provided through which full publicity may be secured. We cannot have an intelligent public opinion unless the public is informed as to the questions at issue. Very few of our people know what the real issues were in the steel strike or in the coal strike, and consequently there is little intelligent public opinion on the issue between the striker and the operator. The general public simply knew that there was a strike; the whys and wherefores were not known to them in any way.

"Canada provides for an immediate investigation of strikes and makes public findings, and through this kind of publicity has been of great service to both parties and instrumental in avoiding a great many strikes. She does not prohibit strikes. She simply looks into the situation and publishes the facts.

"We want more publicity. We must have it before we can have intelligent public opinion, and without such public opinion we cannot hope to build up the sentiment which will go a long way toward bettering conditions. The public has suffered greatly in the coal strike in loss of life, and there has been great suffering in hospitals and institutions, and great suffering among the poor. The great inarticulate public was the principal sufferer. The strikers themselves suffered.

"I believe that public opinion will stand for a square deal both to capital and labor. We must establish machinery for giving facts to the public.

"We are all believers in industrial justice. We are all believers in justice for the mass of the people, and that they have rights which must be respected. We must remember that labor is neither a chattel nor a commodity; that it is human; and we must inject much more of the human element into our relations with it. We must not only let live; but we must help to live."

"What do you consider the effect of immigration on our labor problems?" I asked.

"If we had been more careful of the foreigners whom we admitted to our shores during the years that have gone by, I do not believe that we would have so much industrial strife at the present time. Due to our lax immigration laws in the past, it was too easy for the foreigners to make America the dumping ground of Europe. We do not want to restrict immigration so that all foreigners who desire to come to our shores and abide by our laws, respect our institutions, and live according to our Constitution and become good American citizens, cannot do so. But we do not want to have foreigners come here who try to tell us that our representative form of government is not good. Too many of our forefathers and our children have sacrificed their lives to make this democracy what it is to allow us to harbor aliens who preach anarchy and chaos.

"We welcome the men and women who come here to adopt and live up to our ideals and to become Americans. We must do everything we can to help them from the moment they land. We should put them through a process of intensive Americanization. We must try to teach them what our institutions stand for, what America means; and we should do our best to influence them to go to sections of the country where their training and previous experience will make them most valuable, not only to themselves, but to us and to the Nation. We must look into the quality of our immigration. We have put about all the sand into our cement that it will stand. We will not, however, allow any doctrines that preach destruction of our institutions or the violation of law and order to flourish in our land. We should deport those aliens who advocate any such doctrines and we should shoot those that advocate revolution to bring about their own selfish ends." Though Leonard Wood had not raised his voice, the last sentence was as emphatic as the order which he once gave to advance at San Juan.

"Organized labor can do much to help in eliminating such aliens as the Reds or the I. W. W. The Red flag stands against everything that our flag stands for—the home, the town, the Nation, public morality, private well-being, the security of our institutions, everything we hold most dear. The Reds are the enemies of the State and our institutions. These destructive aliens are the worst enemies of labor. This country will be run by Americans. The measure of Americanism is found in our ideals. A small element cannot hold back ninety-nine per cent of our people. We want to give labor a square deal and establish industrial justice. American labor is essentially loyal. The vicious element is

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the unassimilated alien. The Reds augmented the trouble at Omaha by supplying booze to some radicals. They led in the trouble at Gary also. We have no place in this country for the man who would destroy our Government. The activities of the Reds have shown clearly that they are not the friends of the laboring man.

"I also wish to add here," he began after an interruption of his orderly, "that labor organizations have no right to intimidate or coerce a man who wants to work or who does not want to work. Our Government always guarantees the man's personal liberty to do whatever is lawful, and his right to refuse to work, unless he is a vagrant, or to work, should not be interfered with. The country offers equality of opportunity to all.

"We must follow up the immigrants more closely in the future than we have in the past in order that they may be thoroughly Americanized. Why not instruct them in Americanism? Often when they come to us the first literature they receive is that of the Reds, and they know no other. The employers, as well as the labor unions, can do much to aid in Americanizing the foreigners by insisting upon the use of the English language upon all occasions, and in explaining to them how the machinery of our Government operates and functions, and that if a majority of the States want an amendment to the Constitution adopted they can have it as they did in the case of prohibition and woman's suffrage.

"There is much unrest abroad. It is the aftermath of war. For us the watchword to-day should be 'Steady.' Don't rock the boat. Work hard, increase production. I know, and you know, we are going to govern this country by Americans. When I say Americans, I do not mean necessarily people whose families have been here many generations. But I mean real Americans, the people who have adopted and are trying to live up to our standards and ideals, the people who stand for law and order, who stand for a government under the Constitution, who adhere to a policy that has made us what we are, who are ready to offer everything, even life itself, for this country. These are the men and women who are going to govern this country.

"It seems to me that Abraham Lincoln in his address to the Workmen's Association in 1864 gave the kind of advice that it would be well for us to listen to to-day: 'Property is the fruit of labor; property is desirable; is a positive good in the world. That some should be rich shows that others may become rich, and hence is just encouragement to industry and enterprise. Let not he who hath no house tear down the house of his neighbor; but rather let him strive diligently to build one for himself, thus, by example, showing confidence that when his own is built it will stand undisturbed.'"

KIVERS[1]

BY ANN COBB

OF THE SETTLEMENT SCHOOL, HINDMAN, KENTUCKY

Yes, I've sev'ral kivers you can see;
'Light, and hitch your beastie in the shade!
I don't foller weaving now so free,
And all my purtiest ones my forebears made.
Home-dyed colors kindly meller down
Better than these new fotched-on ones from town.

I ricollect my granny at the loom
Weaving that blue one yonder on the bed.
She put the shuttle by and laid in tomb.
Her word was I could claim hit when I wed.
"Flower of Edinboro'" was hit's name,
Betokening the land from which she came.

Nary a daughter have I for the boon,
But there's my son's wife, from the level land,
She took the night with us at harvest-moon,—
A comely, fair young maid, with loving hand.
I gave her three—"Sunrise" and "Trailing Vine"
And "Young Man's Fancy." She admired 'em fine.

That green one mostly wrops around the bread;
"Tennessee Lace" I take to ride behind.
Hither and yon right smart of them have fled.
Inside the chest I keep my choicest kind—
"Pine-Bloom," and "St. Ann's Robe" (of hickory brown),
"Star of the East" (that yaller's fading down!).

The Rose? I wove hit courting, long ago,—
Not Simon, though he's proper kind of heart—
His name was Hugh—the fever laid him low—
I allus keep that kiver set apart.
"Rose of the Valley," he would laugh and say,
"The kiver's favoring your face to-day!"

[1] In the Kentucky mountains for generations the sole outlet for the artistic sense of the women has been the weaving of woolen coverlets, many of them of elaborate pattern and rare beauty.

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CURRENT EVENTS ILLUSTRATED

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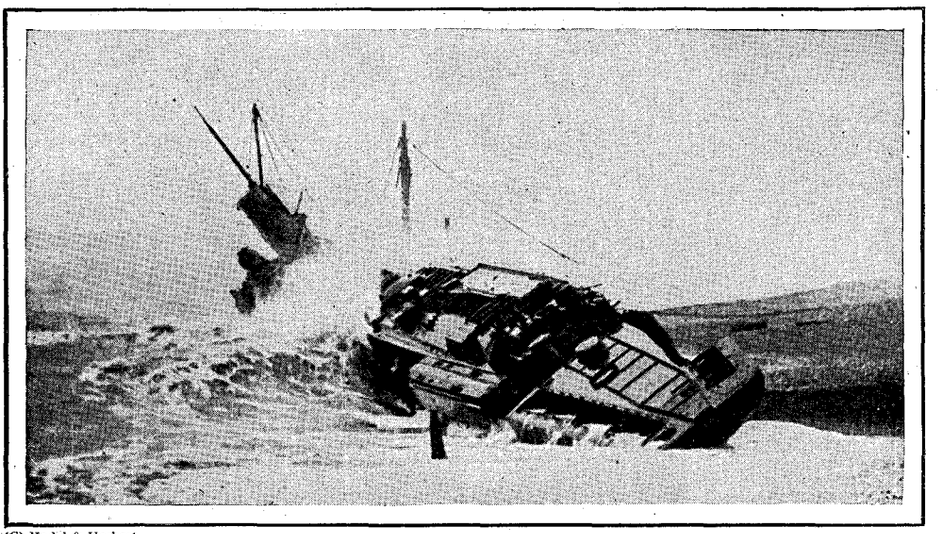
THE RECENT EARTHQUAKE IN MEXICO—ITS EFFECTS IN A TOWN IN THE STATE OF VERA CRUZ



(C) Kadel & Herbert

A SURRENDERED GERMAN SUBMARINE, BROKEN FROM ITS ANCHORAGE, POUNDING ITSELF TO PIECES ON THE ENGLISH COAST

(C) Underwood & Underwood

A GREAT STORM ON THE ATLANTIC COAST WRECKS SUMMER COTTAGES —SCENE AT ROCKAWAY BEACH, NEW YORK

DEVASTATION WROUGHT BY NATURE'S UNCONTROLLED FORCES—EARTHQUAKE AND TEMPEST

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Wide World Photos

THE FAMILY OF THE NEW FRENCH PRESIDENT, PAUL DESCHANEL

Madame Deschanel with her three children: left to right, Renée-Antoinette, Louis-Paul, Emile-Jean. The new President of France assumed office February 13

ICE PALACE AT SARANAC LAKE, ADIRONDACKS

Nearly two million pounds of ice went into the construction of this building, which was a feature of the Ice Festival

Wide World Photos

A RIFLE RANGE OF THE AMERICAN FLEET AT GUANTANAMO BAY, CUBA

The picture shows a section of the range, with men from the Oklahoma in the foreground awaiting their turn to shoot, while others are engaged in practice

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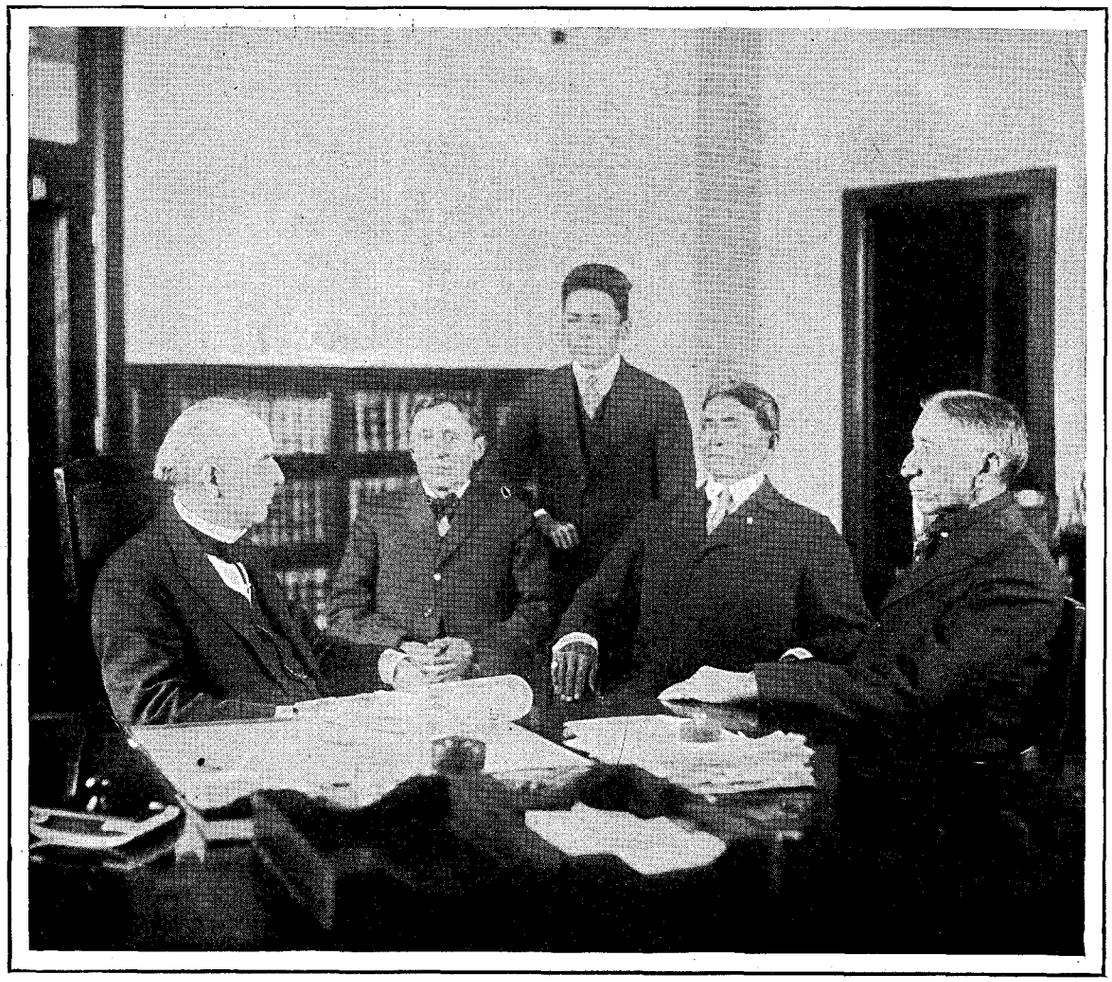
International

A CONFERENCE IN THE OFFICE OF THE COMMISSIONER OF INDIAN AFFAIRS

The Commissioner, Mr. Cato Sells, is at the left. F. T. Brunat and David Simmons, Sioux Indians, and Mike Nelson and Cecil Haczous, Apaches, complete the group



(C) Keystone View Co.

SALVATION ARMY LASSIES ENCOURAGE SNOW-SHOVELERS' EFFORTS

The scene is in New York during the recent severe weather. The hot coffee provided by the Army is going to the right place

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COMMUNITY CIVICS

A PRACTICAL EDUCATIONAL COURSE IN CITIZENSHIP

XV—HOW THE LAWS ARE CARRIED OUT

BY FRED C. WHITE

OF THE MORRIS HIGH SCHOOL, NEW YORK CITY

INTRODUCTION

"Hello, Prof," said the returning student to his Latin professor of earlier days.

"Wait a minute; not so fast," chimed in the undergraduate brother. "You should say, 'Hello, your Honor.'"

"Is that so? What's it all about? Congratulations, anyway."

"Yes," said the professor, extending his hand in greeting, "we've just been made a city, and you know it's quite the thing nowadays to place schoolmasters in high executive offices."

"Then you don't teach Latin any more?"

"Oh, yes, I do. The office of Mayor carries no honorarium, and I have no difficulty in performing my official duties during the evenings. It is most interesting. We now have genuine city departments. The constable whom you knew is now Chief of Police. Camp's livery horses do not have to sleep in their harnesses any more; we have a motor fire truck and eight paid firemen on duty, four at night and four in the daytime. Your friend, the irrepressible Owen boy, is our City Attorney. Next week we shall have a street cleaning department manned by five sturdy sweepers. You would call them White Wings, I suppose."

"Why, Prof, you don't mean to tell me that you make speeches, lead parades, and welcome the soldiers 'nd everything?"

"Well–er—yes, I do a little of that. Our main celebration comes on Memorial Day. Then we have a parade and decorate the veterans' graves. Quite unpretentious, however. I took a trip to New York soon after the election to see if I could get some ideas on how to be a good mayor."

"I'll bet you never got anything out of it. We never see our Mayor down there. We read in the papers that he has been to a committee meeting or something, but that's about all."

"On the contrary, I did learn a great deal. More, in fact, than I could digest. The one thing which impressed me most was the colossal ignorance displayed by the citizens whenever I attempted to get information. The only places I actually got facts were at the Mayor's office and the Municipal Building. It was astounding."

The professor hitched to the edge of his chair and warmed to his subject. "A resident of New York City does not make a move, waking or sleeping, sick or well, that is not watched over and safeguarded by some officer who is appointed by the Mayor to carry out the law. Every time you cast a ballot for a mayor of New York City you are a potential factor in deciding on the welfare of six million souls.

Every important head of department except the Comptroller and the Borough Presidents is appointed and may be removed by the Mayor. These department heads are responsible to the Mayor, and he in turn is directly responsible to the people who elected him. I don't believe you could tell me this minute why the Comptroller is elected and not appointed."

The visitor scratched his head.

"I thought so," beamed the professor. "Pardon me for preaching when you have come to make a friendly call. The old habit clings, you see. I do want to say this, though: We take too much for granted. You, as a young man, should make it your business to know about the administration of the government in your community. The fact that you go to the polls on election day once in four years and vote for mayor is not sufficient. You have no right to say to the Mayor, no matter how efficient he may be, 'It's up to you;' but rather you should make a solemn resolution, 'It's up to you and us.'"

FRANK A. REXFORD.

IF you ever had a small brother to keep away from danger or from the temptation of the cooky jar, you know already that it is much easier to make a law than to administer it. So, too, in our American life legislatures and city aldermen have passed thousands of ordinances, and the unthinking have concluded that good government was assured. The next step, and the most important, the execution of well-made laws, is the great test of happy and progressive citizenship. Just there is the weakest point in our American civic life. You will say, and rightly, that our laws are enforced by every boy and girl, every man and woman. (Indeed, a county sheriff, in time of need, has legal power to add to his sheriff's posse any bystander, who some day may be you.) But, as everybody's business is nobody's particular business, every law "with teeth in it" deputes to some specified persons the attending to the machinery of enforcement.

The Mayor

In New York City the duty of seeing "that the laws and ordinances are faithfully executed" rests upon our chief magistrate, the Mayor. He is elected by direct popular vote for a term of four years. Candidates are nominated from the different political parties or else independently; secret ballots are cast at election time, and the candidate receiving a plurality of the votes becomes Mayor. He may be removed from office only by the Governor of the State on charges after a hearing. The term of the present Mayor, John F. Hylan, expires December 31, 1921.

We are apt to think of the Mayor as a man who is always interviewing newspaper reporters, or proclaiming holidays, or receiving and entertaining distinguished people and visitors like General Pershing, King Albert, or the Prince of Wales. But his tasks are far more arduous than that. He is responsible for the conduct of the entire city administration except that part of the work which is performed by the Department of Finance and that which is delegated to the five borough Presidents.

Selects Department Heads. In him is concentrated the power of appointing and removing the heads of the different departments, such as the Corporation Counsel, the Police Commissioner, the Health Commissioner, the heads of Street Cleaning and Tenement-House Departments, and many other important administrative officers. These officials resemble the managers of commercial firms and corporations, inasmuch as they administer the great and complex volume of business of our "municipal corporation," as the city is sometimes called. They look after the collection and spending of money, the apportionment of taxes, and the legal interests of the city; they see to the protection of property and health, the cleaning of streets and parks; they have the management of our entire school system, of the supply of water, gas, and electricity, and of the city's wards, criminals, and paupers. It is also their task to help enforce city ordinances and keep irresponsible citizens away from that cooky jar labeled "violation of ordinances."

Appointing Power. The Mayor also appoints seven members of the Board of Education, some of the Art Commission, the trustees of the College of the City of New York and of Hunter College, three members of the Parole Commission, city magistrates, Justices of the Court of Special Sessions, and many others. This power of appointing and removing subordinates is a heavy responsibility, requiring wisdom and insight as well as common sense, for the Mayor is held accountable for the acts of his appointees.

The Veto Power. Another of the great powers which our city charter confers upon the Mayor is that of the veto. He may veto or say "No" to ordinances or resolutions passed by the Board of Aldermen, or bills passed by the State Legislature affecting the city. The

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Board of Aldermen and the State Legislature may override the Mayor's veto by repassing the measure.

Other Duties. The office of Mayor carries with it membership in many important boards and commissions. The most important of these is the chairmanship of the Board of Estimate and Apportionment.

Among other of the thousand and one duties resting upon the Mayor are, helping to decide matters relating to franchises or changes in the city map for physical improvement, reporting upon the condition of the city from time to time, issuing public proclamations, and exercising such minor powers as the granting of permits for children under sixteen years of age to appear on the stage or to take part in the making of motion-picture films, and designating two daily city newspapers in which petitions for franchises must be printed before public hearings on them are held.

Borough Presidents

Suppose the sidewalk in front of your house were cracked and broken. You could not expect the people living at the opposite end of the city to be interested in its repair, though your neighbors reasonably might be. For this reason the city has been divided into five sections, or boroughs, each of which to some extent manages its own concerns. Every four years, at the same time that the Mayor is elected, the voters of each borough elect a sort of Mayor of their own, called the Borough President. Like the Mayor, he can be removed only by the Governor of the State.

Their Duties. These Borough Presidents have charge of purely local affairs, such as the grading, curbing, paving, and repair of streets, the building and supervision of sewers, roads, bridges, and tunnels within the borough, the construction and alteration of buildings, the making of contracts, and other business transactions of the borough. In Richmond and Queens they also have charge of the street cleaning. Like the Mayor, too, these Presidents have the power of appointing and removing borough officials, such as the Commissioner of Public Works, who serves in the stead of a borough vice-president, a Superintendent of Buildings, the members of the local school boards, and, under Civil Service laws, some minor officials and assistants.

The Powers of the Board of Estimate

The duties of the Borough President, however, are not wholly within the borough. By virtue of his office he is member of the Board of Aldermen, which makes the laws of the city, and of the Board of Estimate and Apportionment, which holds the city's purse-strings by deciding what the expenditures of the city shall be. The Board of Estimate and Apportionment is made up of the Mayor, the Comptroller, the President of the Board of Aldermen (with three votes each), the Presidents of Manhattan and Brooklyn (with two votes each), and the Presidents of the Bronx, Richmond, and Queens, each of whom has one vote. It appropriates money when it makes the annual budget after months of careful study, balancing the varied needs of the departments, itemizing the coming expenditures, comparing them with expenditures of the past years and possible sources of taxation in the next year. The second great power it has is to grant franchises—permits to use public property of air, water, street space, and the like, to give a public service and to make a private profit. In that way the Fifth Avenue bus lines got their permit and the New York railway companies manage the operation of the subways.

Mayor-Council Type of Government

The type of government just described, in which the Mayor is the chief executive aided by heads of administrative departments in carrying out laws passed by the Board of Aldermen, or City Council, is called the mayor-council form of government. Some cities have two legislative chambers, each of which acts as a check upon the other in cases of ill-considered or hasty legislation.

Defects of Our City Government

Nevertheless, until very recently, our cities have enjoyed a very unenviable reputation for inefficiency, waste, and corruption. A very keen critic and observer of our country, the Englishman James Bryce, once wrote: "The government of cities is the one conspicuous failure of the United States." Many cities had no civil service board to assure them of some sort of merit in appointments to municipal office, and so became a prey to the spoils system; others allowed their interest in National political issues to obscure municipal and local problems at election time; still others were administered under systems so complicated and subdivided that when anything went wrong the officials could shift the responsibility and the people did not know whom to blame.

People are now beginning to realize that a city is much like a business corporation and its citizens like the stockholders. Its business, such as the construction and maintenance of streets, sewers, bridges, docks, and the preservation of the public health and safety, requires an efficient, responsible administration. In 1906 some public-spirited citizens established an independent organization, known as the Bureau of Municipal Research, to study community conditions, co-operate with public officials in municipal problems, and promote efficiency in the city government. This Bureau has been an important instrument in making our city government effective.

Over Three Hundred Cities Now Have Commission Government

The most important innovation of the commission form of city government is that the Commission, a board of five men elected from the city as a whole, combines legislative and administrative functions. In other words, by a majority vote—

1. It enacts all ordinances (most of which work in New York is done by the Board of Aldermen).
2. It makes all appropriations (done largely by the Board of Estimate and Apportionment here).
3. It also supervises the enforcement of ordinances and disburses the appropriations (the work of our city departments).

To manage this the commissioners apportion among themselves the headships of the various administrative departments, each member being directly responsible for the conduct of his particular department, such as Public Works, Health, or Safety. All employees may be recommended by independent Civil Service Commissioners.

In 1907 the city of Des Moines, Iowa, provided, in connection with its commission form of government, other measures now commonly associated with it. These measures are known as the initiative, referendum, and recall, and also nomination by an open non-partisan primary with ballots at election that have no party designations.

ADVANTAGES OF COMMISSION GOVERNMENT

The chief advantages of the commission system seem to be:

1. That it concentrates authority and responsibility. The people know who is responsible and on whom blame should rest, as is the case in a business organization.
2. That it simplifies the machinery of city government. Business can be more promptly transacted, with less loss of time in discussion. Since everything is done in the open, there is less chance for underhand or petty politics, and there is no confusion in the minds of the people between legislative and executive control.
3. It is claimed that better men obtain office because they are given greater power and responsibility, and if they do well are likely to be re-elected.
4. *Short Ballot.* Probably the greatest merit of the commission form is that it associates with itself other measures which give the people full control; such as nomination by open primaries or by petition, the abolition of ward representation, the short ballot (which means voting for a few men only—in this case the commissioners—instead of for long lists of officers with whose qualifications no one can be expected to acquaint himself), the merit system of appointment, greater publicity and so the abolition of many of the evils of patronage, and more uniform systems of accounting for public funds.

OBJECTIONS TO THE COMMISSION PLAN

The chief objections to the commission plan are.

1. That it combines legislative and administrative functions in one body.

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This violates an established principle of American government.

2. Some say that without ward representation the system is not adequately representative of all sections of the city.

3. Others claim that the system is oligarchic, since it grants much power to a small group of men.

4. It should be remembered that we must not stretch too far the comparison between a city and a business corporation. A city is something much more than a profit-seeking business enterprise. Public opinion must play a much larger part than it does in a business organization, and government is but an instrument to help enlightened citizens to secure the best possible living conditions.

THE CITY MANAGER

Some of the objections to the commission form of government are overcome by what is known as the commission manager or city manager plan, initiated by Sumter, South Carolina, in 1912. The commission form is being adopted now chiefly by cities which cannot have their charters so amended as to permit them to have a city manager. The Columbia Bill for Sumter empowers the commission to engage a city manager at such salary and upon such terms as they may decide, who shall be subject to such rules and regulations as may be provided by the councilmen. The city manager is like the "expert superintendent," or the general manager of the corporation, who has charge of all the administrative affairs of the city—in other words, of all that we know as coming under the jurisdiction of the city departments.

Cities vary with respect to the number of administrative departments. That is determined in some measure by their size. The city manager is generally appointed by the commissioners for an indefinite time or during good behavior; he is responsible to the commissioners and removable by them. Generally, he need not be a resident of the city or State. The position demands large experience and thorough training, so that cities search the country to find expert managers. The new profession of city manager has led universities, notably that of Michigan, to inaugurate courses to train young men for this important service. There are now about one hundred and forty cities that have adopted the city manager plan in one form or another.

From all these experiments we learn that what we need most in city governments is, first, that they should be separate from State and National politics; second, that responsibility should be centralized—that is, we should know who is responsible; and, third, that we should be able to choose our representatives wisely.

When we say that a city government should be safe from National or State politics, it does not mean that the National or State governments should never touch us in our daily lives. On the contrary, when we handle money or go to the post office we rub elbows with the Federal Government; and when we attempt to do anything politically we encounter the guardian power of the State. That seems queer at first to dwellers in the greatest city of the Union, as our own city occupies most of the horizon. But look at the map and remember the country trips you have made. We make up only a tiny fraction of our great area. Much greater, much more powerful, than any city government or any city rights are the governments of the forty-eight States. In most matters they are really sovereign governments, free from interference by the Nation, incontestably superior to the town and village.

Our Cities Controlled by State Governments

Although our legislatures have often changed State and city governments, have added to local powers, have increased home rule of cities by giving them charters, have progressed in popular freedom and honest administration, nevertheless they have kept the powers of cities and counties pretty much alike all the time, that the schools of the State might have like standards, that the care of the needy and the ill, the vicious and the feeble-minded might keep something of the same pace as the years went on. This results in our forty-eight States being forty-eight laboratories, as it were, so that Oregon may try out the referendum for us all, if she wishes, and California the short ballot, and New York its "corrupt practices acts" regarding election expenses.

A. *Laws Carried out under Mayor's Authority.* As we have said, most of our laws are enforced by office-holders under the authority of the Mayor and the borough presidents. The foreman of a highway or of a snow-removal gang, the janitor of a city building, a teacher, a tenement inspector, a census questioner, are all in this army, thousands of workers, servants of the public, either elected or appointed. (When the latter, it is sometimes by the direct will of the Mayor or department head, more often in accordance with the position on the eligible list. That is made up after examinations by the city Civil Service Commission. More of that is told later.) You know the twenty-one departments and boards of our city. To that long list, to complete it, from head to the smallest subordinate, add the courts, which assign the penalties for disobedience, carried out by police, sheriff, and jailers.

B. *Laws Carried out by City Officials under State Supervision.* Not all our laws are made and enforced here, as we have said. Many subjects can be better dealt with over larger areas, and must be managed alike in all parts of the State. School administration, health laws, food laws, railway, factory, land laws, some prison administration, the granting of compensation for industrial accidents, are all matters of this kind. Indeed, in some of these the Nation itself has a part both in the making and the carrying out of the laws.

The share of the State in the Health Department is the appointment of the Health Officer of the Port by the Governor. He is the head of the quarantine station, the great gateway of the country to the rest of the world. Every vessel from a foreign port must satisfy the quarantine officer that it has a clean bill of health, or wait by individuals or in mass until it can do so. Even then, influenza or occasional cholera slips by. But in our wonderful harbor the incoming traveler meets not only this State port officer, but the customs officers of the Nation. The harbor and the rivers are subject, like all harbors and all navigable rivers, to the authority of the United States. There, then, is an excellent place for a lesson on our three governments. This Health Officer of the Port, the Police Commissioner, and the Commissioner of Health make up the three health officers of the city, and they enact the Sanitary Code.

Second in the line of enforcement where the State allows the city to carry out the State laws comes the work of the Civil Service Commission. A State may or may not follow the rules of the National Civil Service Commission, but each city within its borders must obey those of the State. The Mayor appoints his Board of Civil Service Commissioners, who determine the examinations and the eligible lists of those entitled to appointment. Hundreds of clerks and inspectors get their positions in this way and hold them securely.

The State statutes contain many pages regulating the supply, distribution, and inspection of milk and other foods. Our milk arrives daily by early trains from six or more different States. Perishable foods come in refrigerator cars—oranges from Florida, melons from Arkansas, and even lettuce from California. City inspectors, acting under State orders and city ordinances as well, keep adulterated or decayed food from reaching the public, daily test the butter-fat content of milk, and supplement the execution of the Federal Food and Drugs Act.

The National Bureau of Chemistry in the Department of Agriculture is responsible for the purity of quinine, aspirin, aconite, and other drugs, for the truth of the labels on the patent-medicine bottles. And the Bureau of Animal Industry of that same Department knows whether the great meat-packers—Swift, Armour, and Morris—do the right thing in supplying reliable meats to the public. Practically every State supplements the Federal Department in inspecting food products. And the State also steps in with its cold-storage laws for fish, eggs, butter, and the like, that we may not eat food more than ten months old. The cities usually attend to the details of watching the milk supply, the bakeries, the cargoes of fruit. Our grandfathers would stand amazed to realize what this great organization of harm prevention means.

Do not for one minute think that you could start a movie theater without a care above or around you. The State tells the Mayor that you, the operator, must have six months' experience, decid-

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edly limits your youthful audience, as you must know, and the city adds many more "Thou musts" and "Thou must nots." Even now a wordy war is waging as to whether the censorship of the movies, with their infinite influence on millions each day, shall be conducted voluntarily or by city regulations.

The Art Commission allowed to our cities, their limitation to $50,000 a year in their purchases, their care that "America the Beautiful" may rise from cities beautiful, come from the State laws, carried out by city hands. One architect, one painter, one sculptor, with two others appointed by the Mayor, serve on our Art Commission.

Quite a different thing is the appointment of police matrons, definitely ordered by State laws. You will find them in every station where women are confined.

C. *Laws Carried out by State Officials Alone.* The State has the sole power of enforcing some of its measures, directing, appointing, paying, and controlling its agents. One group in which the city is intimately interested is that of the Public Service Commission. Until recently that of the First District, serving the city, was made up of five commissioners. In 1919 this was changed to two—one for construction, one for regulation; so that now the watching of our great public service—the local railways, telegraphs, telephones, express companies, bakeries, gas companies—is in fewer hands. Complaints not remedied by the companies may be made to the Commission, and all changes in rates must be authorized by them. It is of the highest importance that the Commission should be experienced, unbribable, and composed of men of the highest independence and courage.

The so-called police power of the State is the power to restrict individual rights if the common welfare so requires. There is need for a small army of State-paid inspectors to see to the enforcement of this just-mentioned use of the police power, as well as of other regulations of the same kind. Those are, for example, the enforcement of the State labor laws, on hours of work (fifty-four hours per week for women), sanitary surroundings in mills and factories, sufficient floor space, safeguarding of machinery, existence of fire-escapes, safe building regulations. Selfish employers are always on the alert to take advantages, and inspectors are one means of giving the worker a square deal. Sufficient payment and security of office for these inspectors would go a long way toward making this part of the world a better place to live in.

One more interesting line of State work is that of the Inter-State Palisades Park Commission, so long worked for and so intelligently directed by Mr. George W. Perkins. Seventy-five thousand campers can find room in the summer for a turn back to nature, for by the gift and purchase and combined management by an unsalaried Commission of ten—appointed by both the States of New York and New Jersey—the two States have a unique park along the beautiful Palisades. The great cliffs were saved just in time from destruction by rock contractors.

The county officers and their work are almost wholly directed by State laws, but are unsupervised by State officials. As a result this is one part of our government at loose ends, and a plan, now under way, of having county work done by a business manager deserves consideration.

The Part of the Citizens in Serving the City

Sometimes this co-operation is more effective through the agency of active organizations of citizens that have specific aims for civic improvement. Our Chamber of Commerce, the Citizens' Union, the City Club, the Society for Municipal Research, all existing eighty-three Community Councils, the Women's Municipal League, are all groups well worth studying, watching, and perhaps joining. A brief survey of the work of one or two other organizations may show how men and women who join them have a real opportunity for service in their city.

"The Merchants' Association of New York," for example, is a non-political organization with distinctly civic aims. It is a "public body of individual firms and corporations representing every trade, industry, and profession in the city, working to further the trade and welfare of New York." The Association is always enlarging the scope of its activities through a very efficient system of committees and bureaus. Only a few achievements and activities will be noted.

Its "Anti-Litter Bureau" promotes civic tidiness. Ordinances pertaining to the placing of rubbish in streets, to the collecting of ashes and garbage, to the regulation of traffic and use of sidewalks, have received special attention from this organization. It has offered its services to practically all of the city departments for helping to enforce city ordinances.

Its activities, too, have been directed towards securing an adequate water supply, and also towards protecting it against pollution. Existing plans for building the Mohansic State Hospital for the Insane and the State Training School for Boys it helped to defeat because the sites chosen would have endangered the purity of the city's water supply. Besides this, it was instrumental in placing a sewage purification plant at the Hudson River outlet of the Bronx valley sewer, in reorganizing the prevailing methods of street paving and the adoption of modern standards of pavements, in creating by law an effective Bureau of Fire Prevention and the adoption of systematic inspection in order to lessen fire risks and insurance burdens. These have all been very important undertakings which an individual citizen by himself could not accomplish, but which a group of citizens managed very effectively.

The National Security League is another organization that deserves special mention. It is a "non-political, non-partisan league of American men and women who are working to promote patriotic education and to spread American ideals."

There are various associations that boys and girls may join in order to get an opportunity to help in carrying out the laws. They may assist the Merchants' Association by becoming "block captains." A block captain is assigned to a small district and makes reports monthly to the Association. The duties of a block captain are to see that garbage-cans are covered, that ash-cans are not filled four inches from the top, that papers and rubbish are kept separate. Of course any one may co-operate without being an official block captain, but a definite pledge often keeps our duty perpetually before our eyes.

It is well to remember that we do not have to endure our neighbor's breaking of city ordinances. We are apt to smile at lawlessness and, out of laziness or haste, allow conditions to continue which many a self-respecting European would not tolerate. We may report offending neighbors to the proper authorities if they persist in doing wrong after a friendly word of warning. We should see to it that we ourselves, as well as our neighbors, co-operate with the Fire Department by keeping fire-escapes clear, halls free from all obstructions (baby carriages are often left out to save trouble). Rubbish and waste should be cleaned up and put in metal boxes; all greasy rags, paints, and oils should be similarly disposed of.

If we were to represent protection, education, and all that the city does for us, as weights tipping one side of a pair of scales, we should find that to equalize them we would have to load the other side heavily with corresponding obligations—co-operation, obedience to law, responsibility. Especially important is the responsibility of keeping the city government in the hands of honest officials who thoroughly understand their business. Now that the girls as well as the boys are going to have the ballot there will be keener competition in the business of voting. The crosses we place by the party emblem or next to the candidates' names on election day will be the result of much thought and study, of faithful reading of the newspapers, and careful consideration of the fitness and merit of each candidate. There will be no place for the idler or the indifferent. No longer shall it be said, to our reproach, that our democracy harbors the "shame of our cities."

This is the most wonderful part of the world to live in, for all its many faults. It needs in public life the industry and honesty of private life, and it needs courage and kindliness and well-deserved pride in the America of the past and the future. The professional politician and the gangster will run to cover. The pace will be too strenuous for them. With as lofty ideals as our fathers, shall we not live and grow in greater intelligence than it was theirs to have?

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THE BOOK TABLE: DEVOTED TO BOOKS AND THEIR MAKERS

ETCHERS AND ETCHING[1]

MR. PENNELL'S latest volume invites and deserves the interest of both amateur collectors of etchings and the professionals who create them.

The volume is twofold in character; the first part is devoted to trenchant and independent criticism of some of the great names in the world of etching, and the second to a discussion of the technique of the art of etching itself. Mr. Pennell is as free in the expression of his personal opinion as was his master, Whistler, and his racy comments, while perhaps they do not add to the value of his volume as a handbook of the art, certainly add to its interest for the general reader.

Both the critical and the technical parts of this book are copiously and beautifully illustrated. Two of the pictures reproduced in the volume are to be found on this page.

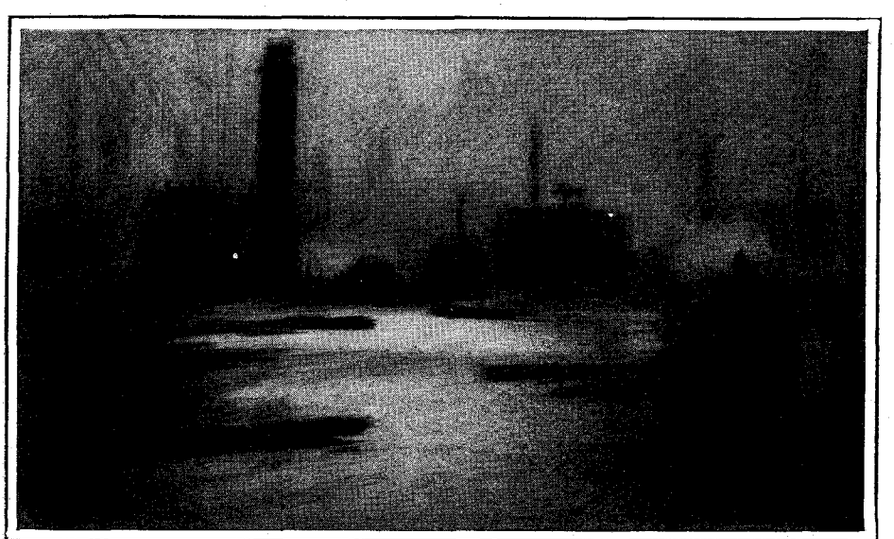
Mr. Pennell's comments on "Weary" (of course the etching is very inadequately reproduced in the column at the right) are characteristically interesting. We quote them:

"Nothing so beautiful, so weary, so true has been done in ancient or modern art as this dry point, a study of Jo Heffernan, Whistler's model, for the White Girls, and Courbet's also, and probably other artists. But this plate was most likely done when Jo, tired out, threw herself back and refused to pose any longer, and yet Whistler, never tired, always with so much more to do than he knew he ever could do, seized the chance and made another masterpiece. Every line is vital and meaning and all show what they mean, the hair is golden and the bodice black—and the 1860 skirt conceals and reveals the figure in the great easy chair where Jo has sought rest. It is in things like this that Whistler proves himself among the greatest of the great.

"All is dry point commenced feverishly, on a handy plate, yet it may have taken days to finish, but 'finished from the beginning'—that is, the momentary pose he saw accidentally taken he has made to live forever; this is great art.

"He probably with a very sharp point sketched in the whole subject, going over it most delicately, just caressing the copper in the lighter passages holding his point almost vertically; in the darker notes bearing on more heavily and inclining the point at a more or less acute angle so that as he scratched or rather dug a furrow in the copper with the point, a ridge of metal was thrown up at the side, and the more the point was inclined, and the more it was dug into the plate, the bigger ridge of metal, the burr was thrown up, and it is this burr which holds the ink rather than the lines from which it is dug. The heaviest work is in the background. Often Whistler used old plates; look at the head at the bottom of this print, which shows the way he started work and then for some reason discarded a plate."

[1] Etchers and Etching: The Graphic Arts Series, Vol. II. By Joseph Pennell. The Macmillan Company, New York.



From "Etchers and Etching"

"THE SHOT TOWER AND THE BRIDGE," BY JOSEPH PENNELL

THE NEW BOOKS

FICTION

Peculiar Major (The). By Keble Howard. The George H. Doran Company, New York.

A book of irresponsible fun, in which a wounded British major who has served in the Far East comes across Aladdin's ring and is able to make himself invisible at will. In his hospital and in London he plays many amusing pranks with the aid of this power, and finally undertakes to wipe out the Kaiser by approaching him in invisible form, with what results we leave it to the reader to find out.

Sun of Quebec (The). A Story of a Great Crisis. By Joseph A. Altsheler. Illustrated. D. Appleton & Co., New York.

BIOGRAPHY

Elizabeth Cary Agassiz. A Biography. By Lucy Allen Paton. With Illustrations. Houghton Mifflin Company, Boston.

We confess that our indignation is sometimes aroused by the pity akin to contempt which is occasionally expressed by certain women reformers for the women of the olden time. The best reply to such irritating patronage is furnished by such a biography as this of a woman born in 1822, who died in 1905. Her eighty-three years show what a woman could do during the last century in perfectly womanly ways to open the door to a larger and richer life for all women, and without aping masculine fashions to co-operate effectively and sanely on equal terms with men in serving her generation. It is an inspiring story which the author has wisely largely told in letters selected from Mrs. Agassiz's correspondence.

Story of a Connecticut Life (The). By Charles Q. Eldredge. Illustrated. The Allen Book and Printing Company, Troy, N. Y.

While this book's appeal is mainly a personal one, its naïve style and the forceful character of the author give it a wider interest for those who like to read the details of the career of a typical American.

From "Etchers and Etching"

"WEARY," BY J. M. N. WHISTLER

Walt Whitman: The Man and His Work. By Léon Bazalgette. Translated by Ellen FitzGerald. Doubleday, Page & Co., Garden City.

The growing mass of Whitman literature is enriched by this contribution of a sympathetic Frenchman to the understanding of the poet's life and work. The book is both a biography and an interpretation, and admirers of Whitman will find it a stimulating and suggestive treatment of the poet from a new angle.

HISTORY AND POLITICAL ECONOMY

Open Gates to Russia. By Malcolm W. Davis. Illustrated. Harper & Brothers, New York.

"This book," as its author says, "is a challenge to American indifference to the opportunity of Russia, and a discussion, on the basis of personal experience of conditions prevailing in Russia through two years of the Revolution, of approaches to Russia open to Americans." It will be perhaps especially suggestive to the American who contemplates opening business relations with Russia, but it is a valuable addition to the library of any layman interested in social, economic, and intellectual conditions in Russia to-day.

Social Unrest (The). Edited by Lyman P. Powell. 2 vols. The Review of Reviews Company, New York.

These two volumes are a discriminating selection from the utterances of representative economists, publicists, statesmen, and world leaders. Space is given to both conservatives and liberals. It would be diffi-

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cult to pick out two volumes of greater value for those who desire help in thinking constructively on the economic, social, and political questions of the present generation.

Truth About China and Japan (The). By B. L. Putnam Weale. Dodd, Mead & Co., New York.

The author of this volume has seen long service in the Chinese Customs, and is now confidential adviser of the Chinese Government on foreign affairs. Through his previous volumes he is well known as a keen critic on the remarkable changes which China has gone through during recent years, and especially since the establishment of the Republic in 1911. The special value of the present volume lies in its information about the relations between Japan and China, relations which are almost microscopically dissected. The author thinks that Japan's aim in China is not so much a political as it is an economic control (which ultimately might involve the other) and, particularly, the direction of Chinese railways wherever possible. In the province of Shantung, for instance, Japan's railway control, or even "co-operation," he avers, would make her restoration of political sovereignty a mere mockery. The author also calls attention to Japan's ambition to control the Russian Trans-Siberian Railway east of Lake Baikal, and of Japanese lack of aid to our Commission sent to repair the road. In the appendix, among other treaty texts, there appears a copy of an alleged secret treaty made between Germany and Japan during the war. It provided for the virtual partition of Russia between the two.

RELIGION AND PHILOSOPHY

Future Life in the Light of Modern Inquiry (The). By Rev. Samuel McComb. Dodd, Mead & Co., New York.

This book does not throw much light on the future life. The first chapters discuss immortality from the point of view of philosophy; give a carefully balanced argument *pro* and *con*, and leave faith in a future life at best only a probable opinion. The next two chapters on Christ's teaching and Christ's resurrection are too brief to be adequate either as an interpretation of the first or a demonstration of the second. And the closing chapters, on the "Argument from Psychical Research," with some specimens of the evidence it supplies, will be gratifying to those who already believe in spiritual manifestations but not conclusive to those who do not. The whole book is based on the implied assumption that immortality is a future hope, not a present possession.

Spirit (The). By A. Seth Pringle-Pattison, LL.D., D.C.L.; J. A. Hadfield, M.A., M.B.; C. A. Anderson Scott, M.A.; C. W. Emmet, B.D.; A. Clutton-Brock, and Others. Edited by B. H. Streeter, M.A. The Macmillan Company, New York.

A distinctive characteristic of the twentieth century is its establishment of a closer relation of religion to the creative thought of to-day, and its introduction into the traditional theology of the leavening method of scientific inquiry. In accord with this the ten essays in the present volume unfold a conception of the spirit of God which "is capable of affording an intellectual basis both for a coherent philosophy of the universe and for a religion passionate and ethical, mystical and practical." St. Paul's often quoted but seldom comprehended declaration to Athenian philosophers, "In him we live, and move, and have our being," receives in the introductory essay its greatly needed interpretation: "It is the presence of the infinite in our finite lives that alone explains the essential nature of man—the 'divine discontent' which is the root of all progress." The titles of the successive essays are inviting to readers who feel such discontent with organized Christianity—"God in Action;" "The Psychology of Power;" "What Happened at Pentecost;" "The Psychology of Grace;" "How God Helps;" "The Psychology of Inspiration, How God Teaches;" "The Language of the Soul, Reflections on the Christian Sacraments;" "Spiritual Experience;" "Spirit and Matter;" "Christ the Constructive Revolutionary." With this climactic conclusion the volume is a response to the world's clamor for thorough reconstruction, and its cry for a leader with the courage to discard the obsolete and the insight to create the new—in a word, with the spirit manifested in the life of Christ.

Women and World Federation. By Florence Guertin Tuttle. Robert M. McBride & Co., New York.

"It is for mothers, the world over, to unite to put an end to war by aiding governments to establish this beginning of the Christ ideal." Mrs. Tuttle's final sentence reads thus; her book is an able and thoughtful plea for women's support of the League of Nations. The addition of women to our electorate in the coming Presidential election makes the question of great interest to them, and their attitude may possibly be of decisive importance. This book is one that may well be used for either individual or group study.

Zionism and the Future of Palestine. By Morris Jastrow, Jr., Ph.D., LL.D. The Macmillan Company, New York.

Professor Jastrow distinguishes clearly three aspects of Zionism. It may be regarded as a religious movement intended to fulfill Old Testament prophecies of the restoration of the Jews to Palestine; or as a political movement intended to create in Palestine a Jewish state; or as a humanitarian movement intended to help those Jews who are suffering under persecution or prejudice in foreign lands to find a home land. To the Jew it is a fatal objection to religious Zionism that the restoration of the Jews to Palestine signifies in the prophets the establishment of the Messiah's kingdom—that is, of Christianity; to political Zionism it is a fatal objection that Judiasm is a religion not a nation, and to establish a state in which State and Church are identified is in the twentieth century an anachronism; humanitarian Zionism has the author's hearty support, though it can be a means of relief to only a very small minority of Jews.

War and Preaching (The). By John Kelman, D.D. The Yale University Press, New Haven.

Why do we go to England for preachers? In comparatively recent years we have brought from England four of the most eminent and deservedly eminent preachers in New York City—Drs. Rainsford, Cadman, Jowett, and Kelman. These Lectures on Preaching delivered at Yale University may help American preachers to answer this interesting question. The preacher to be successful *as preacher* must speak out of a real experience, for he must be a giver of life, not a mere repeater of dogma; he must be an expert in his art, for preaching is an art, though more than an art; he must be a statesman, able to speak intelligibly on the ethical aspects of social questions, an indispensable qualification in a democratic community; he must be a priest, able to express for his congregation and inspire in his congregation communion with God; and he must be a prophet, able to interpret God to his congregation—not merely a theology or a book, but the living God. Without these qualifications the minister may be useful as a personal counselor or a captain of spiritual industry, or even as a teacher of ethics; but he will not be a preacher. This is Dr. Kelman's message to the American ministers; we commend it to them as well worthy their careful consideration.

WAR BOOKS

Caught by the Turks. By Francis Yeats-Brown. The Macmillan Company, New York.

A cleverly written account of a British army officer's capture by and escape from the Turks. The horrors of his captivity are made light of by the indomitable, cheerful spirit of the man. A war book that is readable on every page.

My Memoirs. By Grand Admiral von Tirpitz. 2 vols. Dodd, Mead & Co., New York.

Like many other Germans, Admiral von Tirpitz thought that the German Empire was invincible. But it collapsed. The Admiral's faith in the continuity of German historical developments was wrecked. Did the Empire fall because it was antiquated, rotten, incapable of further development? No, says this author. Hence he writes these volumes. But he declares that he has a far more pressing reason for publishing them. He says, "The political legend of ruthless [German] autocracy and a bellicose military caste is an insult to truth." And then there was a very particular reason—"The Kaiser," we learn, "did not want the war, and did his utmost to prevent it when he realized the danger." Finally, there is this effrontery: "By far the greater measure of the responsibility for this war rests with our enemies." Whether the reader can be patient with this standpoint or not, he must admit that these volumes throw much light upon conditions in Germany, and, in especial, the attitude of those in authority, men like the Emperor, Tirpitz, Bethmann Hollweg, Hindenburg, and others. The text is at times refreshingly frank; it does not spare the Kaiser from blame either as regards temperamental limitations or errors of judgment.

MISCELLANEOUS

Free Public Libraries; Their Origin and Early Development. By Theodore Weston, C.E., Honorary Member of the American Institute of Architects. Published by Request. East Hampton, New York.

The subject of this booklet is of National interest. Its author traces a characteristic American institution to its birth in eastern-most Long Island, where a group of emigrants from England settled in 1649, and set up a free public school patterned after its English model. Copies of this instructive essay can be obtained by request addressed to the East Hampton Free Library, New York, inclosing a two-cent stamp for postage.

Little Garden the Year Round (A). By Gardner Teall. Illustrated. E. P. Dutton & Co., New York.

One somehow gets the impression from this book that a garden-maker must be completely happy—or would be if it were not for slugs, aphids, and red spiders. Mr. Teall writes with contagious enthusiasm and full knowledge of his subject, and makes the city dweller, whose "acres" are perhaps restricted to a window-box, a little envious of his fine suburban garden, of which many attractive photographs are given.

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THIS WEEK'S OUTLOOK

A WEEKLY OUTLINE STUDY OF CURRENT HISTORY

BY J. MADISON GATHANY

SCARBOROUGH SCHOOL, SCARBOROUGH-ON-HUDSON, N. Y.

Leonard Wood on Labor Problems

COMPARE the conditions and the demands of labor twenty years ago with those of to-day. What are your conclusions?

Do you regard it fortunate to be living in these days of labor troubles? If you should say no, has your neighbor the right to regard you as not interested in the problems of the day?

There are many who think that the real reason for most of our serious labor troubles is that labor has been, and still is, generally considered as a commodity, to be bought and sold as merchandise is bought and sold. Is labor a commodity? If it is not, what is it?

Suggest how you think it possible to make the workingman proud of his job.

How, in your opinion, could capital and labor be brought to understand how to co-ordinate and pull together for the benefit of the public?

What is Canada's plan in reference to strikes? Would it be well for the United States to adopt it?

Leonard Wood tells us that the American people have no way by which they can know the actual facts about and have their voice heard in the settlement of strikes which endanger their very existence. How do you explain this? What is its significance? Make clear how the proper machinery for the effective expression of public opinion in such matters can be established and how it would work after being established.

In your opinion, do the views of General Wood, as expressed in this interview, indicate that he would make a good President of the United States?

A wealth of information and valuable suggestions on labor problems may be found in "Modern Industrial Movements," edited by Daniel Bloomfield (The H. W. Wilson Company); "Labor in the Changing World," by R. M. MacIves (E. P. Dutton); "When the Workmen Help You Manage," by W. R. Basset (Century Company); "History of Labor in the United States," by J. R. Commons (Macmillan).

The Lansing Disaster

What seem to you to be the causes for the dismissal of Secretary Lansing? What right had the President to take this action?

The Outlook considers the dismissal of Secretary Lansing an episode "without precedent in Presidential history." Do facts substantiate The Outlook's claim? Is this affair an incident or the manifestation of a condition?

What does The Outlook mean by saying that the Lansing episode is a disaster? Do you think that The Outlook has misjudged the significance of Secretary Lansing's dismissal?

What is the function of the Cabinet? Of the Secretary of State? Is the Cabinet a legal and Constitutional body? How do its members get their positions? What salaries do they receive? How long do they serve? Was Mr. Lansing within his rights in calling the informal conferences of the Cabinet? Have other Secretaries of State ever done likewise?

There are those who believe that Cabinet members should be elected by popular vote. Would this be wise?

Should the Secretary of State be a real executive officer or merely an individual whose duty it is to find out the wishes of the President and act accordingly?

Do you think Congress should define clearly the meaning of disability of the President to perform his duties, and prescribe how such disability is to be ascertained and proved?

What is the British system of responsible government? Should the people of the United States adopt it?

What do you think of the President's attitude with regard to the Adriatic problem? What is the relation of the President and the Congress to foreign affairs?

In your opinion, has our National Government broken down? Do you think it would be wise to start an impeachment process against President Wilson?

Define: *Episode, impeach, prerogative, statutory law, usurpation, compatible, affront, categorical.*

You will do well to read in connection with this topic "The Presidency," by W. H. Taft (Scribners), and "The Relation of Executive Power to Legislation," by H. C. Black (Princeton University Press).

The Triumph of Woman Suffrage

What States are not yet in the equal suffrage column? Do you know why any of these are against the proposed Nineteenth Amendment?

What States have voted against the ratification of the proposed Amendment? Are they Democratic or Republican States? Have either of the leading political parties a record for or against woman suffrage? For what reasons, in your opinion, are both of these parties now vigorously championing the enfranchisement of women? Do you approve of their attitude in this matter?

Would you advise the women voters of the country to form a political party of their own? Find out what your mother or sister thinks about this. Ask them if they would belong to such a party, and give you reasons for their position.

Do you consider a State anti-democratic which refuses to ratify the Nineteenth Amendment.

If three-fourths of the States adopt the proposed suffrage amendment, is it the duty of all enfranchised women to vote at all of the elections thereafter?

Do you consider it democratic to force States to accept an amendment to the Constitution which they have either failed or refused to ratify?

Should women have equal representation on National party committees with men?

Give an account of the efforts of Susan B. Anthony to enfranchise women. What lessons do you see for us in her life?

Do you expect political conditions to improve after the suffrage is adopted? Politically speaking, do the women of your community act differently from the men?

[1] These questions and comments are designed not only for the use of current events classes and clubs, debating societies, teachers of history and English, and the like, but also for discussion in the home and for suggestion to any reader who desires to study current affairs as well as to read about them. —THE EDITORS.

Intelligent Selfishness

A Business Builder

By Montague Ferry

A new book for the American business man who is looking for a practical plan which will contribute to the further success of his own business and go a long way toward solving the problem of organizing American business to meet world wide competition.

I am pleased to endorse this book and the principle of which it treats.

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NOTE: This book may be had from your bookseller, or direct by mail from the publisher. Price, One Dollar.

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CHICAGO, U.S.A.

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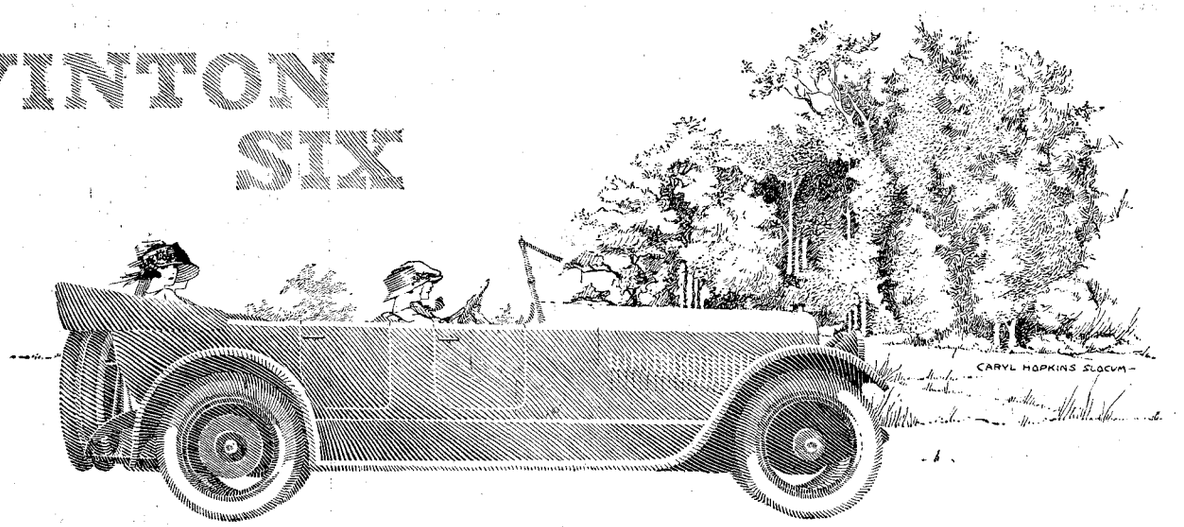
WINTON SIX



Poetry of motion

Sedan

Victoria

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Limousine

SET your expectations high before you ride in it, because this surprising new Winton Six is no ordinary car. Neither is it a car with a trick motor that demonstrates well and then loses the knack.

Its amazing performances are real and inbred. They are the fruit of twelve years of devotion to the one task of perfecting the famous Winton six-cylinder motor.

Year by year that motor has improved. Today it is superb, as if touched by magic. How smoothly it does its great work, and what a beautiful car its power enlivens with the poetry of motion.

Charm—that's it. The Winton Six has it abundantly.

May we send you literature?

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Winton Oil Engines for belt drive, to be used in isolated power plants, and Winton Oil-Engine Generating Sets are manufactured by the Winton Company in a separate, splendidly equipped engine-building plant. Write us your needs.

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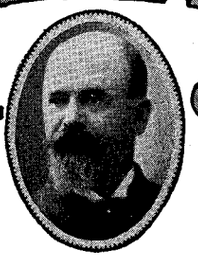
BEEMAN'S
ORIGINAL PEPSIN CHEWING GUM

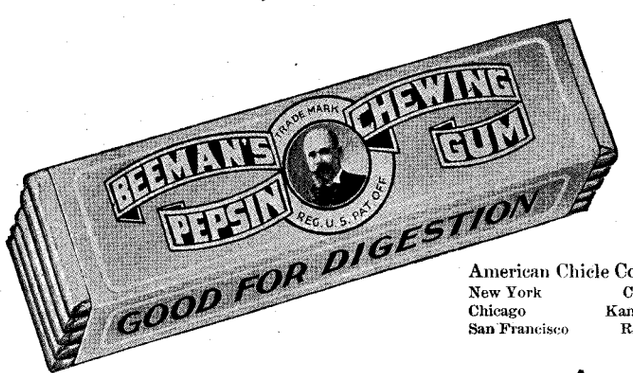


100% Efficiency

Many a business firm suffers from the digestive disturbances of some of its officials or workers.

100% efficiency and indigestion are incompatible. Nervous depression, diminished optimism and worry pursue the dyspeptic.

If the dyspeptic will eat more regularly, masticate properly and chew a stick of Beeman's Pepsin Gum for ten minutes after each meal, he will soon note a decided improvement in his digestion, and usually a valuable gain in his personal efficiency.



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CHICLE

"AMERICANIZATION IS NOT AT ALL BAD"

BY EUNICE H. AVERY

An Englishwoman startled me the other day by saying: "Americanization is very different from what I thought. It is not at all bad. In fact, I think it is splendid. You Americans, though, really ought to call it something different. We in Europe get such very singular ideas about it. It sounds as if you were trying to make subjects of every one that comes your way. I thought, if you don't mind the reference, that it was something rather like the German *Kultur* movement. It sounds horribly cocky, you know."

Heaven knows we are really anything but cocky about it. This belated enthusiasm of ours for veneering the foreigner with reading, writing, and arithmetic, with the English language and a bowing acquaintance with the technique of citizenship, is undertaken with anything but cockiness. To be more accurate, it seems to be undertaken rather in a state of panic. Panic over aliens in time of war, panic over the labor supply, panic over the spread of radicalism; but no panic and very little thought over the human drama involved. We are so used to generalizations and classifications that we forget to reduce our problem to its lowest terms—that of the individual concerned.

There is an Americanization class in one of our larger Eastern cities whose women come faithfully three times a week "to be learnt reading, writing, and English." In this day of high wages as well as high prices, it is mortifying to have the woman of the family obliged to make her mark at the bank. So, to be shamed no more by a mark, they come to the Americanization class.

But they want more of the class than they used to. It used to be that after laboriously copying their names from a model, and then more laboriously trying to produce the same result without a model, the women graduated content. Those were the days when Anna Czernich learned to write her name, thereby graduated, and came no more to the class. When after several months she reappeared, they asked her: "What's the matter? Have you forgotten how to write your name?"

Anna answered, "No; I changed it." She had come back for the new formula.

Now that is no longer enough. They want the "aibysees," for "with the aibysees you can do anything." It is slow work making them understand that there is a still quicker way—that of the phonetics of first-grade work. But they can be led to see even that in time.

One night Mrs. Dubbrin came to class radiant. She had had a great adventure. "What you know! For the first time I do not have to ask is it my street car! I have learned the name, how it looks! So I watch for it all by myself, and I get onto a car. I have learned the name of my street, too, and I get off right without asking within three houses of my house. I tell you it is worth seven cents to show I can do it."

How would America look to you if you had to ask strangers which was your trolley, if you couldn't read a street sign, or a billboard, or an advertisement, or a bargain-counter notice, or a newspaper, or even a letter from your son at the front? If every bit of the exchange of printed thought were a closed book, and even the

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explanations between the pictures at the movies were blank!

There is a wealth of significance in the reply a daughter of New England and the Mayflower received in Boston the other day. Wanting to know which car would take her from the South Station to the Capitol, she asked a woman, who was selling papers at one of the quaint little stands so frequent on Boston's streets, which car to take. The newswoman hesitated over her answer a minute and then in all earnestness looked up to say, "Can you read?" This to a hereditary owner of Plymouth Rock! The newswoman had not learned the earmarks of an "American," or that literacy is supposedly, from our point of view at least, universal.

There is another side to illiteracy. Not only does it keep those suffering from it utterly apart from all the pulsing current of American thought, it leaves them in a dreadful loneliness where time hangs heavy on their hands.

Mr. and Mrs. Galuszka had been in the city only a short time. Mr. Galuszka had left one position because it gave him no chance to learn English. "I tell the boss I do not care if he will give me more money to stay. I want to learn English. I get a job where they talk it. I want to be American, and I cannot learn in a job that talks only Yiddish."

From his English-speaking job he tried night school, but unsuccessfully, and this is why:

"I could say 'I have a hat, I see a cat,' but I want to read and write 'I have a hat, I see a cat.' They not teach me till all in the class can say 'I have a hat, I see a cat.' I say, I cannot keep awake. I go to work at seven and I work till five. I am sleepy. Let me teach the others 'I see a hat, I have a cat.' But they say, 'No.' I cannot keep awake. For a month I go. Then I say, 'If I sleep anyway, I might as well sleep at home.' So I do not go any more.

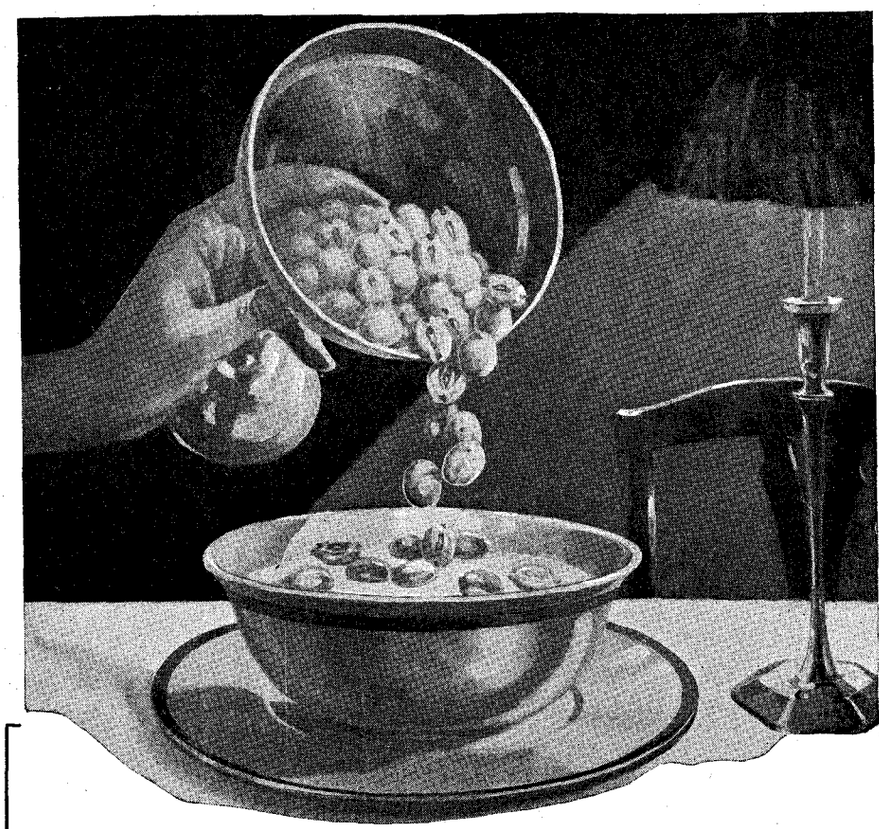
"Now the wife goes to Americanization class. She learns pretty soon to read. Then we can have a newspaper."

He got out of his chair just then to bring with all the pride in the world an old yellow ledger. At least, no human face could express more pride than his as he opened the book to show the page where the wife wrote each word as soon as she could do so without a model. One page was nearly full.

To him it looks like the way out. It means that some day they can take a newspaper, that some day they can write a letter; maybe even some day they will not be strangers and some one will come to see them. Then there will be ways of using up Sundays besides going to the movies (and may all those who scruple at Sunday theaters take notice). "We get so sick of the movies! One Sunday we go to Polis and the next Sunday to the Broadway and the next Sunday to Fox's. Always to go and never to stay home. But what can we do? We want some one to talk to. We want some one to come to see us. Nobody ever come to see us since we come to this town. We want to read the papers. But all we can do is go to the movies.

"It will be better soon, though. For now the wife can pick out on the screen the A, B, Cs. She can say 'That is A, that is B, that is C,' on the letters. Maybe soon she can tell the words, and then we can know better what the pictures are about."

Some day! In the meantime *she* says:



Bubble Grains at Bedtime

Foods Easy to Digest

Puffed Wheat and Puffed Rice are not for breakfasts only. Serve them for luncheons and suppers. Float in every bowl of milk.

These are bubble grains, airy, crisp and toasted, puffed to eight times normal size. No other dainty in existence makes the milk dish so enticing.

Every Food Cell Blasted

Consider Puffed Wheat. Here is whole wheat made delightful, both in texture and in taste.

Under Prof. Anderson's process, every food cell is exploded. Digestion is made easy and complete.

It supplies whole-wheat nutrition. It does not tax the stomach. It makes milk inviting, and every child should drink a pint a day.

Serve as a breakfast dainty. Mix with your fruits. But don't forget that Puffed Grains also form the ideal bedtime dish.

Puffed Grains are the greatest of grain foods and the most enticing. Serve all three kinds. Let children revel in them

Puffed Wheat **Puffed Rice** **Corn Puffs**

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A New Pancake Delight

Now we make a pancake flour mixed with ground Puffed Rice. It makes fluffy pancakes with a nut-like taste—the finest pancakes ever served. The flour is self-raising. Simply add milk or water. Ask your grocer for Puffed Rice Pancake Flour and you'll have a new delight.

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"AMERICANIZATION IS NOT AT ALL BAD" (*Continued*)

"I clean and I clean and I clean. And then I lie down to see what else can I clean. And then I kanit and I kanit and I kanit till there is no more wool, and then I clean again."

Her house proves it. Not a speck of dust anywhere. Everything polished till it aches. There is a white ruffled cover over the laundry tubs in the kitchen, starched to the breaking-point. There is a white ruffled cover over the gas-plate. There is a ruffle around the kitchen shelf, and porcelain crisp curtains in all the windows—all because there is no other way to use up time. And the result? "The wife she stay alone all day and clean and clean and clean. Nobody to talk to. She gets—what you call it?—nervous. Then I come home at night she give me hell. I guess we got to go to another town!"

The tragedy of their story and of their kind is that usually only those go to them who have a grievance or an ax to grind. Only since the war has awakened our realization of the great unabsorbed, untouched, rebellious group within us have we begun to care. Now there are admirable articles on the uses and achievements of government in such admirable magazines as The Outlook. Heaven knows we need them badly enough! But they are still a closed book to the learner of the "aibysees," one who needs them most. In these days of agitation over Red propaganda here lies a whole field for it. It may be necessary to export and to penalize Reds, but it is equally necessary to prevent the making of more. We must cut off the supply at the source, and there is no better source than our unassimilated foreigner, visited some day by a propagandist, ignored every day by us.

He is a menace, this unassimilated foreigner; but in terms of the human pathos and humor involved he is worth more than an effort at self-preservation from radicals on our part—he is worth understanding.

The problem of Americanization in terms of the Galuszka family is simple, and one that neither American nor European need fear. If the spirit of America is worth anything, it is worth passing on; if it is worth passing on, it is worth personal effort. Only the personal touch can transmit it, and the only personal touch lies in friendship and the printed word. The problem of the Galuszkas is the problem of how to outmaneuver the Reds and how to cheer human lives. The solution is—be friends with them, so that they may not be alone; give them the weapon of written and spoken English, and, equipped with that, for friendship's sake they will be for America and not against her.

MAPS WORTH HAVING

My attention has just been called to your article on "Public Provision for Recreation," which appeared in The Outlook for December 17, 1919, in which, among other things, you call attention to the Palisades Park. In your reference to the park you say: "In order to enlarge the circle of city dwellers who may become lovers of the trail, many outdoor organizations are preparing data for a series of maps providing all necessary information as to good short walks or camping trips in these wonderful hills of the Inter-State Park."

May I call your attention to the fact

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that the Commission has recently published a series of maps showing the various sections of the park, together with the trails, lakes, camp locations, etc.? It may be that many of your readers would be interested in having a set of these maps. Those of your readers desiring to have a set of these maps may receive them without charge by writing to the Commission, at 61 Broadway, New York City.

SUPERINTENDENT CAMP DEPARTMENT,
Commissioners of the Palisades
Inter-State Park.

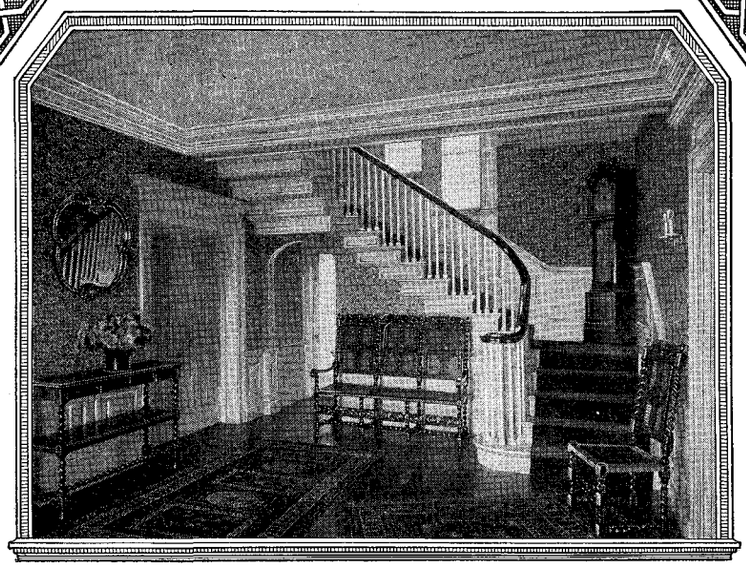
FRENCH RECOGNITION FOR THE Y. W. C. A.

The French Government has bestowed the medal of "Reconnaissance Française" on nineteen women of the American Y. W. C. A. This "recognition" is for service during the war among women employed in French munition factories. The list includes Miss Dingman, the first Y. W. C. A. war worker to go to France, director of the French department from the beginning, and now executive for all Y. W. C. A. continuation work in France; Miss Taylor, retiring executive; Miss Anderson, executive for the new adventure in Belgium—only six out of the nineteen have returned to America. It is the largest recognition the French Government has made of American co-operation so far behind the lines as the munition factories. It is particularly valuable, since it expresses a change from skepticism to enthusiasm in the French mind.

The Y. W. C. A. was the only woman organization of America that worked only with the working-women of France. The first club was opened at Feyzin, a factory suburb near Lyons, in October, 1917. In November, 1918, there were eighteen clubs in nine cities. Since then every club in a munition center has closed. Six have been transformed into permanent city clubs and twelve others have been opened. To-day there are still eighteen such *foyers* in France in fourteen cities, including the new club in Paris, a type piece of work, housing fifty girls at night—out of the three or four hundred who have applied for rooms—and serving a thousand girls during the lunch and evening hours.

This recognition from the French Government is something more than French *politesse*. When Miss Dingman went to France in August, 1917, she was told on every side that she was attempting the impossible, that the factory women would curse her for her pains, that it might even be dangerous. French army officers in charge of munition factories discouraged, even opposed, the work. The long run proved that the Y. W. C. A. woman knew women. There was never anything but welcome from the women themselves. And two successive May Days brought admission from the officers that the Y. W. C. A. clubs had prevented strikes among the working-women.

The total result of the Y. W. C. A. service is not summed up in the silver and bronze into which a grateful Government coins its appreciation. Rather it is to be found in the continued eagerness of French working girls and women who fill these club centers, and in the determination of Frenchwomen of the social and increasingly social-minded class to carry on these club centers.



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WHEN you check over the cost of decorating your home you will find that the chief item will be for labor. The cost of varnish and enamel is comparatively insignificant—rarely more than 10%.

Now one of two things can happen. A cheap varnish or enamel may be used, saving a few dollars, with the result that the whole job will have to be done over in a year or so at additional labor and overhead costs of several hundred dollars; or "Murphy's" can be specified with the assurance of many years of protection. Furthermore, the painter can work more rapidly with good materials and they will cover more surface—a second important economy.

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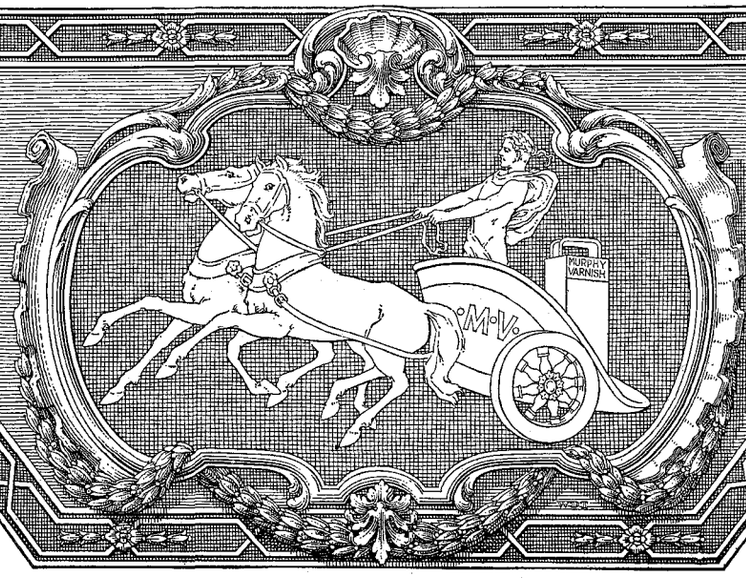

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FINANCIAL DEPARTMENT

The Financial Department is prepared to furnish information regarding standard investment securities, but cannot undertake to *advise* the purchase of any specific security. It will give to inquirers facts of record or information resulting from expert investigation, and a nominal charge of one dollar per inquiry will be made for this special service. All letters of inquiry should be addressed to THE OUTLOOK FINANCIAL DEPARTMENT, 381 Fourth Avenue, New York.

MONEY AND PRICES

FOR the past few weeks the word "rediscount" has occupied an extremely important place in the news. It has been almost impossible to pick up a newspaper without seeing this word a number of times, all the way from the columns devoted to business and finance, through the editorial pages, to the front page itself. Most business men doubtless are familiar with its meaning, its connection with the Federal Reserve banks, and its relation both to securities and commodities. In the belief, however, that many of those interested in this department are not familiar with it, we shall try to explain it briefly and as simply as possible.

First of all, banks which are members of the Federal Reserve system—"member banks" they are called—are permitted to borrow money from the Federal Reserve bank in their district, and the making of such loans is one of the chief functions of the Federal Reserve banks. For general purposes these loans may be considered as of two kinds: rediscounts and loans secured by collateral.

Suppose, for instance, that John Jones buys certain goods for a thousand dollars. He gives his note for this amount to the company from which he purchases. The note is due in sixty or ninety days. The company receiving his note takes it to the bank and discounts it. This bank, being a member of the Federal

Automatic Payment of Bonds and Coupons

HOW many investors fully understand and appreciate the monthly deposit safeguards of the *Straus Plan* of protecting first mortgage bonds, which *automatically* ensure payment of both principal and interest in cash on the days due?

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A $1,000,000 6% bond issue, maturing serially in two to twenty years, about $50,000 of the bonds being paid off each year. In 1922 will be due $50,000 in principal and $60,000 in interest, a total of $110,000. The borrowing corporation must deposit each month one-twelfth of this sum, or $9,166.66.

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Our booklet, "Safety and 6%," tells how and why the *Straus Plan* has protected investors from loss for 38 years. Write for it, together with our current offerings of sound first mortgage serial bonds, netting 6%, with 4% Federal Income Tax paid. Denominations, $1,000 and $500. Ask for

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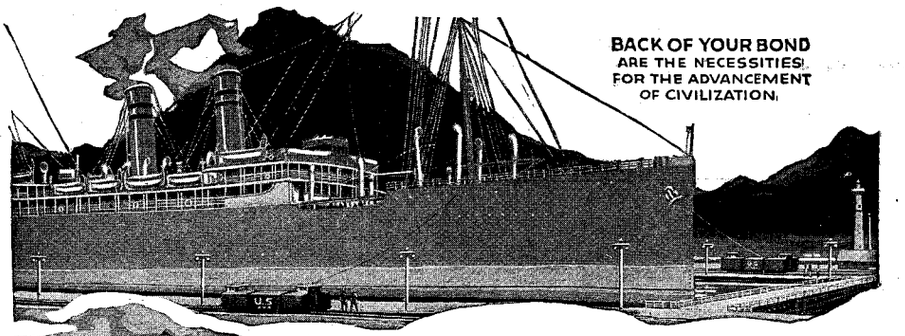
Reserve system, now takes the note to the Federal Reserve bank in its district, and, after indorsing it just as one would a check, "rediscounts" it. In the first place, the member bank discounted Mr. Jones's note; that is, the company presenting it to them did not receive a thousand dollars, but a thousand dollars less a certain discount. The member bank repeats this operation with the Federal Reserve bank; in other words, they "rediscount" his note. The rate charged varies according to conditions.

The law places rigid limitations upon the kinds of "paper" eligible for rediscount by Federal Reserve banks. In the first place, rediscounted notes must be due and payable within ninety days from the date of rediscount, except in the case of a limited amount for purposes of agriculture or based on live stock, which may be rediscounted provided they mature within six months. In the second place, the notes, drafts, and bills of exchange eligible for rediscount must arise "out of actual commercial transactions—for agricultural, industrial, or commercial purposes, or the proceeds of which have been used or are to be used for such purposes." Notes, drafts, and bills of exchange may also be rediscounted if issued for the purpose of holding or trading in "bonds and notes of the Government of the United States." There is an express provision against rediscounting paper issued "for the purpose of carrying or trading in stocks, bonds, or investment securities," United States Government securities excepted, as stated.

If the explanation is clear up to this point, it is obvious that the rediscount rate charged by the Federal Reserve banks has a direct bearing upon the rate the member banks must charge those who borrow from them. In other words, if it costs the member bank rediscounting John Jones's note seven per cent to do it, the rate charged by the member bank will be affected proportionately. Perhaps it will be so high as to make it out of the question, and the company selling to Mr. Jones will insist upon cash instead of accepting his note. What happens is that credit is curtailed, and, as a large percentage of business and practically all speculation is done on credit, business and speculation too are curtailed. Speculation is the first to feel the effects of high rediscount rates, of course, and the recent increases in these rates have been made largely with the idea of checking it. Speculation has been rife all over the country, and by no means confined to stocks. For instance, there was the case of the man who bought a vast quantity of wheat—on credit, of course—and was holding it in a warehouse for higher prices. As a result of the raise in the rediscount rate by the Federal Reserve banks he found himself unable to renew the note he had given in payment for the wheat, and was forced to sell. Forced to sell on short notice, he sold at a loss instead of a profit, as he had anticipated.

And this is what is happening all over the country to-day. The Federal Reserve banks have started to restrict credit, to deflate our currency, which in a literal sense means to "let the air out of it." It is very painful for the speculator, perhaps, but it means that money is going to be worth more than it was, and that the cost of living will go down. In the midst of the general rejoicing which will welcome this event, the wails of the speculator who saw his profits, and perhaps his capital as well, melt away are apt to fall on deaf ears.

In a recent address one of the members of the Federal Reserve Board urged the



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The Panama Canal has done away with the long, weary trip around Cape Horn. It has brought Atlantic and Pacific ports in closer touch with each other. Its fulfillment was made possible only through funds raised by the sale of bonds.

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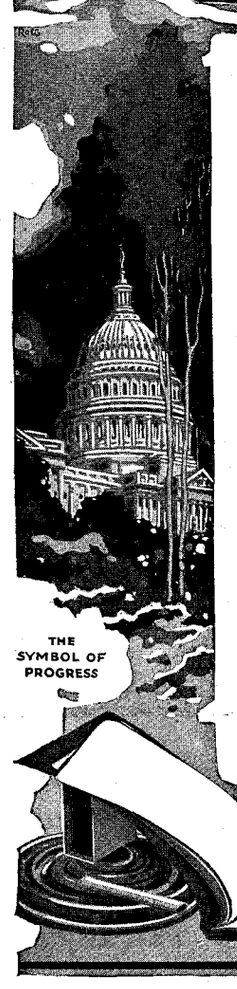
HALSEY, STUART & Co. deal extensively in all issues of United States Government bonds. We buy and sell such securities at close market figures; our numerous offices located in the principal financial centers and connected by private wires make possible a prompt and dependable buying, selling and quotation service. Send for Pamphlet O. M. 16 "Comparative Analysis of Outstanding Liberty Loan Bonds."



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During the past year the Financial Department of The Outlook has helped hundreds of Outlook readers to solve intelligently their particular investment problems. Perhaps you are contemplating a shifting of your present holdings or have fresh funds to invest. In either case we shall be glad to give you specific information on any securities in which you may be interested. A nominal charge of one dollar per inquiry will be made for this special service.

The Outlook Financial Department
The Outlook Company, 381 Fourth Avenue, N. Y.

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FINANCIAL DEPARTMENT
(Continued)

restriction of domestic bank loans to deny funds for speculation and to provide financial aid for Europe. Our prosperity is closely allied with that of Europe, which must have "food, raw material, and credit," he said, and where can they get these things except from America? Continuing, he declared, "The war financially has just begun." We must "stop the people in their debauch, their spree of extravagant living and spending. This lesson must be put into practice behind the counters of every bank. Every loan should be analyzed and scrutinized to the end that every dollar should count for production and not a cent for speculation." There is no question about it, the Federal Reserve Board is gunning for speculators. Through the operation of the machinery of the Federal Reserve system money is being made scarcer. Brokers have found the rates practically prohibitive recently, and, even more important, oftentimes loans can with difficulty be secured at any price. Think of an interest rate of thirty per cent on "call" money.[1] Time money, too, has been practically unobtainable. Combined with the distressing drop in foreign exchange, which means fewer sales abroad and lessened demand for our goods, the money rates have been the chief factor in the severe breaks in the security markets.

The Federal Reserve banks also loan money to member banks by discounting notes of these banks secured by collateral. These notes must be for periods not exceeding fifteen days, and the collateral by which they are secured must be "such notes, drafts, bills of exchange, or bankers' acceptances as are eligible for rediscount or for purchase by Federal Reserve banks" and bonds or notes of the United States Government. During the last few years these collateral loans have constituted by far the most important form of advance made by Federal Reserve banks to member banks. They played a big part in the financing of the Liberty Loan campaigns, and most of them are secured by Liberty Bonds or United States Certificates of Indebtedness. It can be seen, however, that if the Federal Reserve rate gets too high the member banks cannot afford to continue borrowing, and in order to get funds may have to sell their securities. Securities thrown on the market in large enough volume are sure to force prices down. This fact explains in large measure the severe decline in Liberty Bonds.

So far the Federal Reserve banks have the situation in hand. When prices have broken too rapidly, discount rates have been adjusted and the decline stopped. But, as usually happens when prices are going up, they are apt to go higher than values warrant; so when prices decline rapidly, the decline too can be carried to an extreme. Fears have been expressed that if prices go down too rapidly the situation may get out of control. Whether this will happen or not remains to be seen. The fact is, however, that the open season for speculators is now on, and speculation in securities is an extremely hazardous undertaking. On the other hand, the situation would seem to offer unusually favorable opportunities for the investor, the man who will buy good securities outright.

[1] Call loans are secured by collateral, but do not run for a definite period. The loaner may "call" upon the borrower to pay off the loan at any time. Time loans, as the name indicates, are made for a certain definite period.

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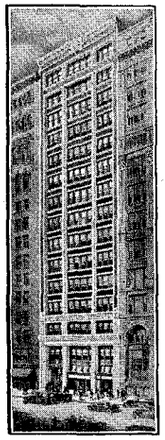

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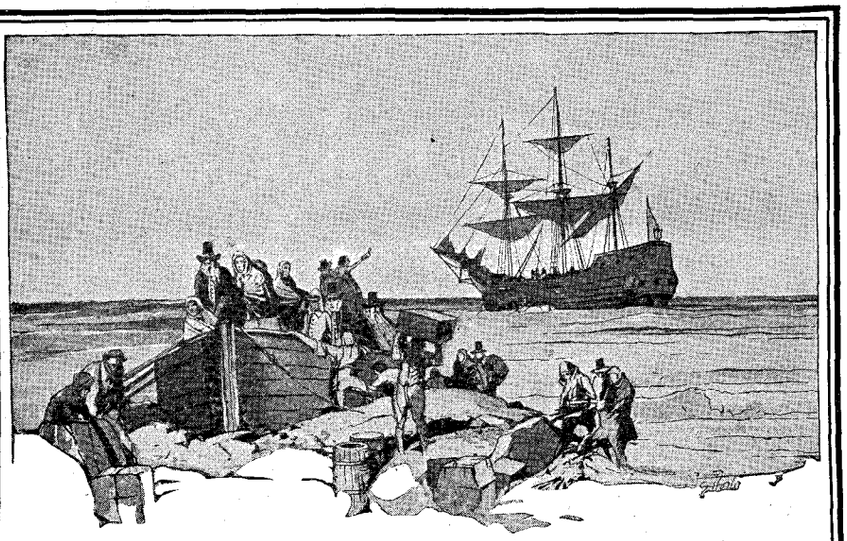

The Landing *of the* Pilgrims

¶Almoft three centuries have paffed fince the PILGRIM FATHERS came to thefe shores. ¶To that band of fearless independents, America owes much of her prefent greatness. ¶NEW ENGLAND, where they lived and thrived, early affumed an important part in the nation's progress. ¶With its wide variety of important induftries, it has contributed much toward the commercial development of America. ¶In this work, The NATIONAL SHAWMUT BANK of Boftон has been privileged to affist for 84 years. ¶This bank is, therefore, proud to help commemorate the approaching tercentenary anniverfary of the PILGRIMS' LANDING.

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A new booklet entitled "Creating Good Investments" gives full particulars. Write for copy.

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By expert appraisal each first mortgaged property would bring at forced sale fully twice the amount of the mortgage. This illustrates the extreme protection enjoyed by funds invested in Miller First Mortgage Bonds.

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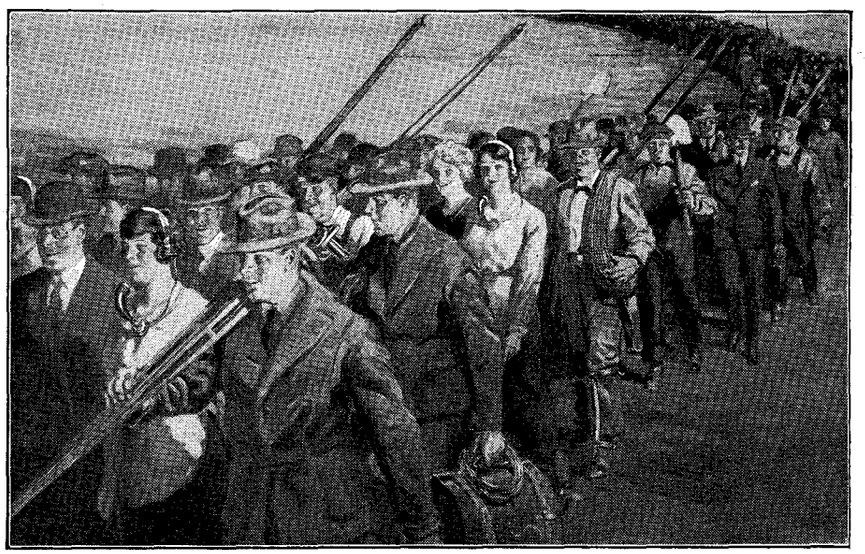

The Human Side of Service

More than a year has passed since the signing of the Armistice, yet all the world still feels the effects of the War. The Telephone Company is no exception.

More than 20,000 Bell telephone employees went to war; some of them never returned. For eighteen months we were shut off from practically all supplies.

War's demands took our employees and our materials, at the same time requiring increased service.

Some districts suffered. In many places the old, high standard of service has been restored.

In every place efforts at restoration are unremitting. The loyalty of employees who have staid at their tasks and the fine spirit of new employees deserve public appreciation.

They have worked at a disadvantage but they have never faltered, for they know their importance to both the commercial and social life of the country.

These two hundred thousand workers are just as human as the rest of us. They respond to kindly, considerate treatment and are worthy of adequate remuneration. And the reward should always be in keeping with the service desired.

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Have You Property For Sale or To Rent?

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March Seventeen and April Twenty-One

If you will send us particulars regarding your property, we will be glad to prepare an advertisement for your approval. Small photographs of property may be used to good advantage.

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DEPARTMENT OF CLASSIFIED ADVERTISING
The Outlook, 381 Fourth Avenue, New York

BY THE WAY

An Army officer who is reduced in rank, from whatever cause, goes through a humiliating experience. One, at least, of the men who met this fate during the war met it like a true soldier. This man, according to a writer in the "American Legion Weekly," was Brigadier-General Henry R. Hill, a veteran of the Spanish War. The military board that sat on his case gave him the alternative of retaining his stars and doing non-combatant duty in the rear or of returning to the troops with greatly reduced rank.

"Gentlemen," said General Hill, "I came to France to fight. With the board's approval I will go back to combat troops, if I have to shoulder a rifle and go as a private."

The old General went back to combat troops as a major of infantry. He reported at regimental headquarters, where a lieutenant-colonel was in charge who happened to be an old acquaintance of Hill's. He had not heard of his friend's misfortune, so, when the major entered, the colonel rose and saluted:

"Good-morning, General," he said. The ex-brigadier-general brought his heels together, his hand to salute, and said:

"Sir, Major Hill reports for duty."

Of such metal are fighting men made.

The Bath (New York) "Plaindealer" is credited with this peculiar rhetorical mixup:

> The remains of William H. Faulkner were brought here from Binghamton Tuesday and buried in Grove cemetery, where he has lived for 50 years.

This advertisement from the San Francisco "Examiner" is copied by the "Journal" of the American Medical Association, with the interpretative heading, "Shades of Mother Eddy!"

> LOST—"Science and Health," on merry-go-round, Ocean Beach, Saturday. Reward. Address ——.

An advertisement by a cook in a New York daily intimates in unmistakable language that the *hoi polloi* are not desired as clients:

> Situation wanted by experienced cook; all kinds of cooking; best city references. People accustomed to pay high wages. Address ——.

"Once liquor becomes impossible to get," said a well-known American comedian, "comment on the fact will embrace more humorous possibilities than ever before. Do you know the scene that excites the most merriment in 'Frivolities'? It is this: As the husband comes home, the wife approaches him, only to turn away in disgust. 'Liquor!' she cries; 'you've been drinking!' Upon which I dash into the room and shout in an excited voice, 'Liquor! Did I hear you say "Liquor"? Where did you get it?' I tell you, the alcoholic jokes and rôles are in no danger of perishing with the beverages themselves."

Colonel Jack Chinn, a typical Kentuckian of the old bowie-knife school, recently died. His fighting code was simple and had an element of humor. "A man should fight," he is reported as saying, "if he is attacked by a scrub; he should fight if the honor of his home is at stake; he should fight if a woman or a weaker man is being 'put upon.' I have followed that rule always and I have done a lot more fighting for other people than for myself. I would never use a knife on a gentleman. Gentle-

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men should never fight. They can settle their differences by a decent, gentlemanly kind of arbitration."

Water was used in the christening of the 7,800 ton cargo steamer Blue Triangle, named in honor of the war work of the Young Women's Christian Association, which was launched at Hog Island January 31. Mrs. James Cushman, President of the National War Work Council, was the sponsor. This was the first launching at which champagne was not used, the despatch states.

A subscriber asks, "What is the exact meaning of the expression, 'Getting down to brass tacks,' and what is its origin?" The meaning of the phrase is equivalent to "Joking aside," or "Seriously," or "Let us get at the root of the matter." The origin? Many guesses have been offered; this one may be hazarded: Nailing oilcloth or carpet down with tacks, brass or otherwise, is a back-breaking job that cannot be done at arm's-length or in a spirit of levity. Some one who had experienced the sorrows of the job hit off the phrase, and it "went."

The following punctuation rhyme is sent by a reader, who states that he heard it sixty years ago as a boy of ten:

I saw a peacock with a blazing tail
I saw a comet drop down hail
I saw a cloud begirt with ivy round
I saw a house creep on the ground
I saw a pismire swallow up a whale
I saw the Eastern sea brimful of ale
I saw a Venice glass full nine yards deep
I saw a well full of tears that weep
I saw men's eyes all in a flame of fire
I saw a house high as the clouds or higher
I saw the sun certain at midnight
I saw the man that saw this wondrous sight

"Why did you break your engagement to the school-teacher?" asks Jack, as reported in a daily paper's humorous column. "Well," Tom replies, "if I failed to show up of an evening, she wanted a written excuse signed by my mother."

An old man applied at the eye clinic for some spectacles, says the "Argonaut," and the doctor made the usual test with a card. "Can you read the biggest letters?" he asked the patient. "No, sir." The doctor told him to go nearer. "Now can you read them?" "No, sir." The doctor put the card almost within reach of his nose. "Well, can you read them now?" "No, sir," said the old man sadly, shaking his head. "You see, sir, I never learned to read."

A cheerful story of Sir Horace Plunkett comes as a timely contribution just after the recent reports of his death have been happily contradicted. Sir Horace, it seems, was not always a finished speaker. When he was doing his 'prentice work on the platform, he received a note from a hearer which read (it being premised that Sir Horace is a bachelor): "What you need are two things—first, a wife; second, lessons in elocution." To this he replied; "These are only one."

Said the post office clerk, as reported by the "Nebraska State Journal:" "Here, Pat, your letter is overweight." Pat—"Over what weight?" Clerk—"It's too heavy; you'll have to put another stamp on it. Pat—"Yerra, get out wid yer foolin'. Sure, if I put another stamp on it, won't it be heavier *still?*"

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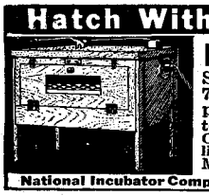

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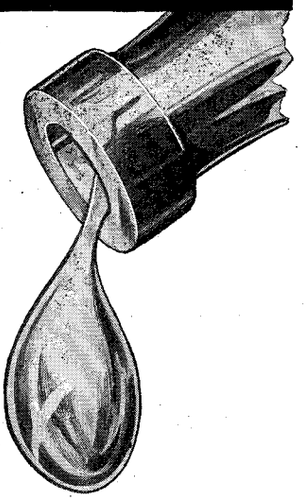

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During the past few years my work has brought me very intimately in contact with human equation affairs in manufacturing plants, and especially during the last year I have followed closely developments along industrial relations lines through the press, meetings, and contact with men who are leaders in this line. There is a need for radical changes from the procedure in handling men of a few years ago, and, in fact, from the methods followed by some companies to-day. However, from none of the sources with which I have had contact would I gain the impression that the proper plan is to readjust the division of returns so that capital will have the bare minimum with which it can be satisfied.

There are cases on record without number where a mere increase in wages has not settled unrest. We all know that any increase in wages soon loses its charm, and that before very long another increase is necessary. In fact, one of our large Mid-Western concerns made a very fair division of profits with its employees, and yet within a few weeks had the most disastrous strike in its history. Furthermore, if we will consider for a moment just what this would mean to the employee, we will find that the difference between what capital is getting to-day and this irreducible minimum with which it could be satisfied, if divided among the employees of such a plant, would not mean any substantial increase. I firmly believe it will be difficult to persuade the employees that capital was taking only its least possible return.

The solution, so far as I can see it, and in this opinion I but voice the thought of many other leaders, including some who have spoken in your columns, is, first of all, to make wages fair, considering the business, and then to give the employees an interest in their work aside from the routine of their daily production, such as will tend to give them an understanding of the problems of management and tend to gain their best efforts, so that, instead of merely hiring men's hands, we will in addition be securing the loyalty of their hearts and the co-operation of their brains. Such is no utopian dream, for there are a large number of cases on record to-day where plans of this sort have been carried through.

It seems to me that what I have said is fully in accord with the general policy underlying the article by Sherman Rogers, "Tell the Truth," in your issue of January 28.

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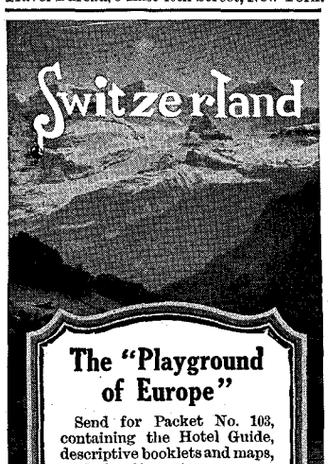

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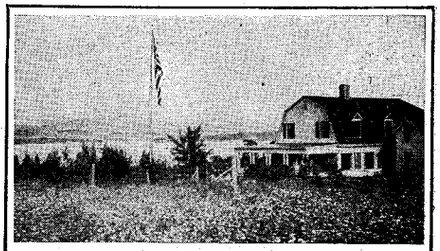

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"A CAPITALIST'S FAITH"

Mr. Davenport's Introduction to "A Capitalist's Confession of Faith," in The Outlook for January 7, raised expectations in the mind of at least one reader which were not realized. The contribution of a practical man of affairs whose vision is not tainted with "sentimentalism or superidealism" and who "lays the ax at the root" ought to get down pretty nearly to brass tacks and bring to light something really helpful toward the solution of the industrial problem—at least that is what occurred to one reader of Mr. Davenport's Introduction.

The article—following the promising Introduction—bears evidence that the "Capitalist" has thought out for himself some familiar truths; he disclaims originality for his conclusions. He has been able to divest himself of the bias of capitalist affiliations; indeed, he has gone further than this—he has thought himself quite around to the other man's point of view. Whereas heretofore the rule has been that capital should have all that is left of the industrial product after the least possible allowance to labor; and whereas, owing to certain disadvantages under which labor was placed in bargaining with capital, this has resulted in what is regarded as a social injustice, now, to remedy this, the simple expedient is proposed of reversing the rule—give to labor all that is left after the least possible allowance to capital.

Bearing in mind that each industrial undertaking must work out its own results, and that under the old rule, giving to capital all that is left after paying labor, capital often receives nothing because nothing is left, it may be doubtful whether a reversal of positions would be entirely satisfactory to labor. But, passing this point, how is the share of capital under the proposed new rule to be ascertained, viz., the least return that will induce capital to continue in business and develop it? The rational answer seems to be that the management and conduct of the business must be in some way transferred to labor; then those who carry on the business can bargain with capital at arm's length, and under the operation of economic law it will be determined what must be paid at any particular time and place and for any particular undertaking to induce capital to continue in the business and develop it. But that result of his proposal—whether it is the rational and logical result or not—is not the one at which "Capitalist" is aiming; quite the contrary. He looks to present directors to accept the new rule and give effect to it, and to come to regard themselves as trustees for the workers as well as the stockholders. It is as true as Holy Writ that a man cannot serve two masters, and there is the well-known legal maxim against a man being judge in his own cause, or attempting to represent at the same time opposing interests. But suppose directors, with the best will in the world, attempt this thing—look to "the most elementary rule of morality that we know" as their guide, and recognize the application of the new rule for dividing the industrial product as a matter of course, as much so as keeping the machinery oiled and in running order, as "Capitalist" suggests it should be. Would it not still puzzle them to fix what would represent the least possible return to capital—just how far they could go without killing the goose?

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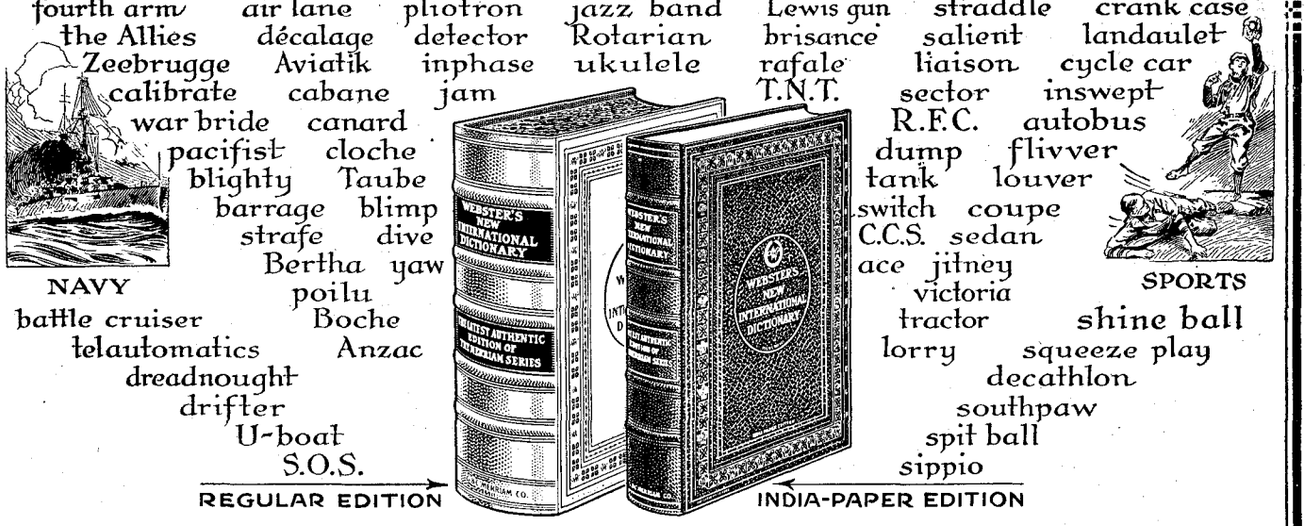

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